

Proposal to Support

General Services Administration

HSPD-12 / ICAM Program Management Office, Expanded Support

RFQ/Solicitation Number: 13615-09

Volume 1 – Technical Proposal

All Redactions contained in this document are (b)(4)



August 24, 2009

General Services Administration

HSPD-12 / ICAM Program Management Office, Extended Support

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Volume 1 – Technical Proposal

August 24th, 2009

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Compliance Matrix

Areas/Criteria	RFQ Requirements	Proposal Reference

[illegible]

Section 1. Corporate Capability and Teaming Partners

1.1 Deloitte Corporate Capability

Deloitte Consulting LLP (Deloitte) is pleased to provide its detailed response to the General Service Administration's (GSA) Request for Quote (RFQ) 13615-09, with information on our capability to continue to provide program management, planning, and operational services to support the GSA Homeland Security Presidential Directive 12 (HSPD-12) Program Management Office (PMO) and broad Identity, Credential, and Access Management (ICAM) services for GSA. Deloitte is one of the largest integrated professional services firms, providing management consulting, financial advisory, and audit and tax services. Our response carefully follows the government's proposal organizational requirements and throughout our proposal we focus on several key differentiators provided by the Deloitte team to GSA. Specifically:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Some of the key differentiators that differentiate Deloitte from our competitors are:

Table 1.1-1. [REDACTED]

[REDACTED]		[REDACTED]	
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]		[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]		[REDACTED]

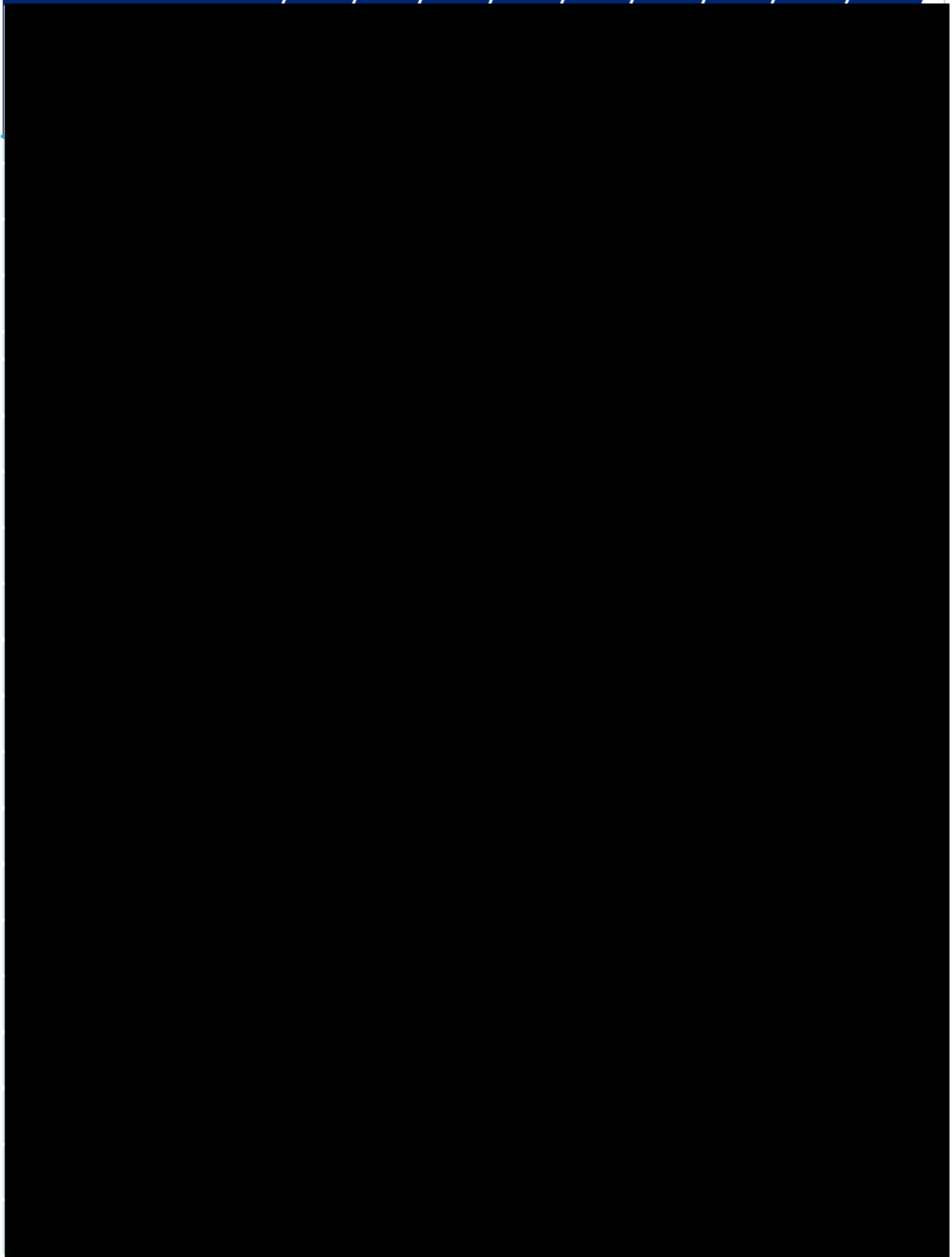
[REDACTED]	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

1.2 GSA Schedule Information

Deloitte is not proposing any subcontractors as part of our team. We are able to fully meet each of requirements stated in GSA's request for quote. The rates proposed are based on Deloitte Consulting LLP's IT Schedule 70 (GS-35F-0060L), SIN 132-51 Information Technology Professional Services. Deloitte selected this schedule because it provides the flexibility to provide the various skill sets required to perform the services requested in GSA's Statement of Work.

1.3 Corporate Capabilities Mapped to SOW Tasks

Deloitte has successfully helped many Federal clients address their HSPD-12 and ICAM-related challenges. Table 1.2-1 presents projects that highlight some of our relevant experience. Please refer to Section 4, Past Performance [REDACTED]

Table 1.3-1

1.3.1 ICAM Area & Segment Architecture

Capabilities

Deloitte is exceptionally positioned to address GSA's needs across the expanding federal ICAM landscape.



Experience

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

■ [REDACTED]

1.3.2 Identity Management & Logical Access Concepts, Architecture, Products

Capabilities

Deloitte has established itself as a market leader in providing secure access and identity management solutions for commercial and government clients. [REDACTED]

We believe GSA has taken a leadership role in this area by exploring multiple approaches to this challenge and performing side-by-side testing and evaluation of each. [REDACTED]

Experience

■ [REDACTED]

■ [REDACTED]

- I [REDACTED]
- I [REDACTED]
 - I [REDACTED]
 - I [REDACTED]
 - I [REDACTED]
 - I [REDACTED]
- I [REDACTED]

1.3.3 Federal HSPD-12 Concepts & Implementation Programs

Capabilities

Deloitte offers GSA significant knowledge of and direct experience with FIPS 201 processes and systems.

[REDACTED]

Experience

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

- [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

Table: 1.3.3-1: [REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED] physical access systems.

1.3.4 GSA's Approach to HSPD-12 & ICAM

Capabilities

Deloitte staff currently provides support for GSA's HSPD-12 Program Management Office and understands GSA's approach to implementing HSPD-12.

[REDACTED]

[REDACTED]

Experience

[REDACTED]

[REDACTED]

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

1.3.5 PACS & Smartcard Applications

Capabilities

Our practitioners have led the successful implementation of complex Physical Access Control Systems (PACS) for numerous facilities that use compliant HSPD-12 PIV Cards. [REDACTED]

Features and functionality of our completed PACS implementations include:

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

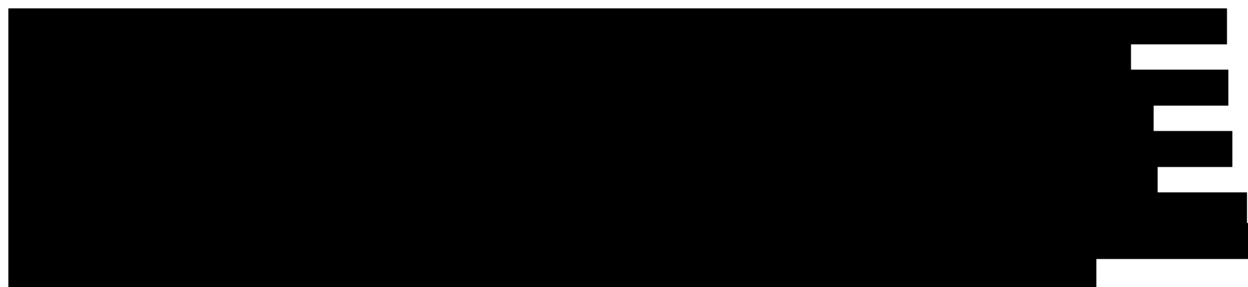
Experience

- I [REDACTED]

- 
- I 
- I 
- I 
- I 
- I 

Smart Card Applications

Capabilities



Experience

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]



Section 2. Technical Approach and Understanding of the Problem

Establishing ICAM-related services – including PIV, LACS, and PACS – across an organization with a diverse IT enterprise is a complex and highly visible challenge.

[REDACTED]

Deloitte's proposed technical solution and approach places a priority on managing risk for GSA's

[REDACTED]

Specifically, we have tailored our technical approach such that it provides:

[REDACTED]

2.1 Understanding of the GSA HSPD-12 PMO's Approach

Effective leadership for GSA's ICAM functions is imperative

[REDACTED]

[REDACTED]



The below graphic demonstrates our

Figure 2.1-1:



2.2 Ensuring Integrated Service Delivery Across Tasks



We have successfully applied this approach [REDACTED]

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

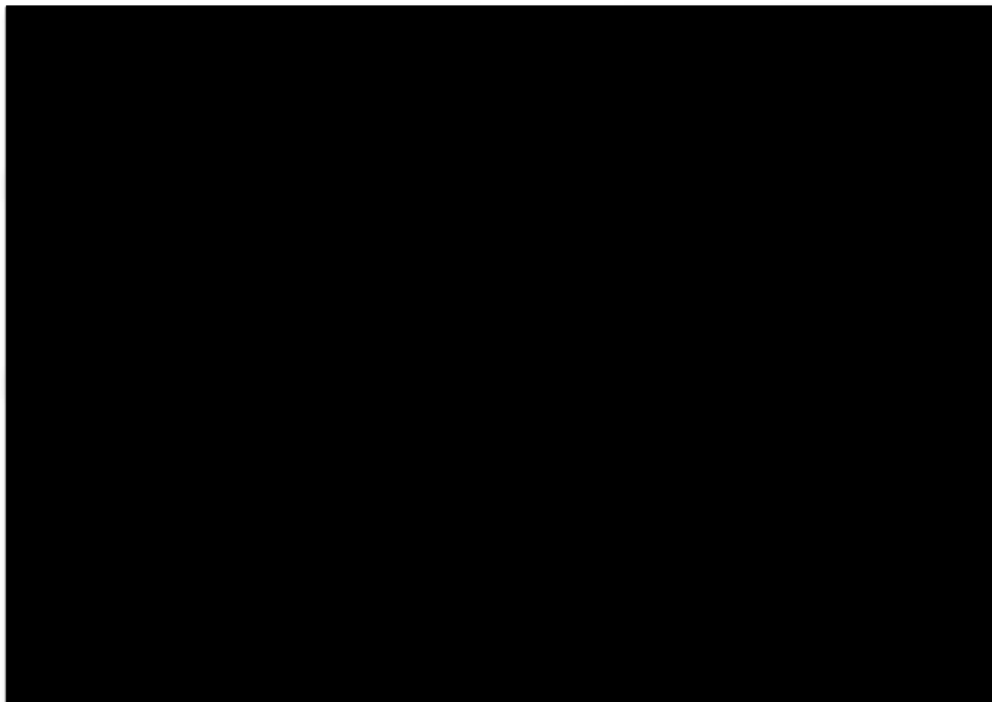
[REDACTED]

2.3 Our Approach

Sections 2.3 and 2.4 reflect Deloitte's approach to each of the ICAM tasks. [REDACTED]

[REDACTED]

Figure 2.3-1: [REDACTED]



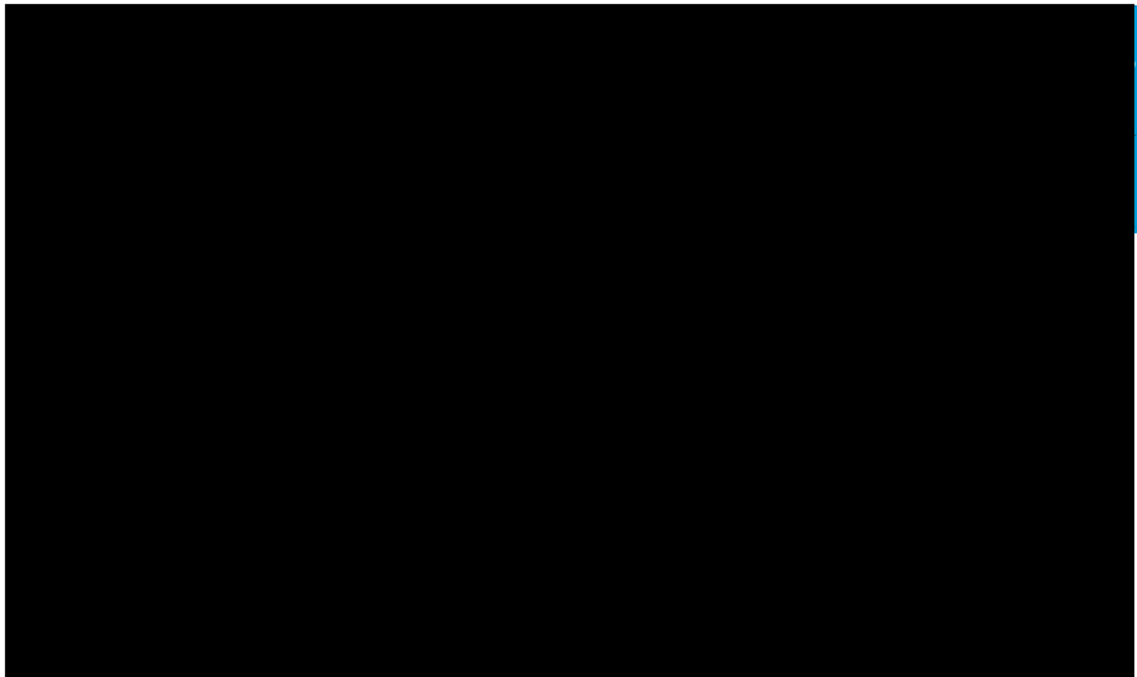
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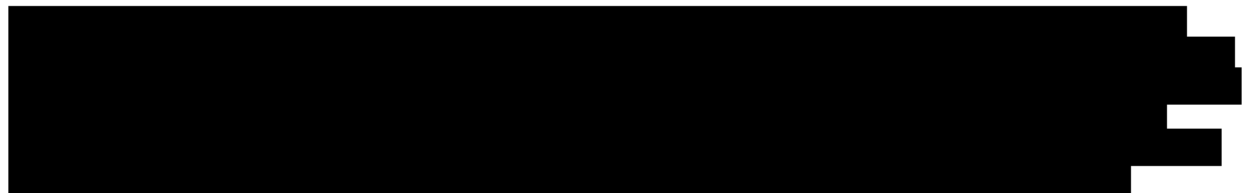
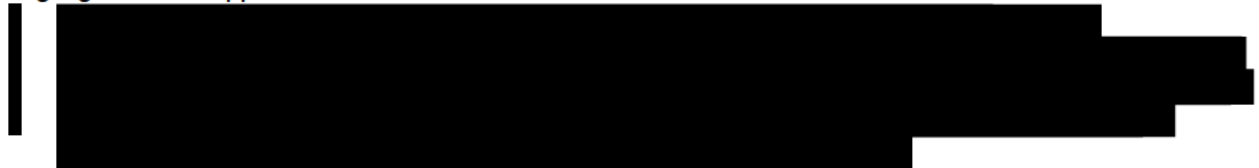
2.3.1 Project Management (Task C.3.01)



Figure 2.3.1-1:



Highlights of our approach:





Risk Management

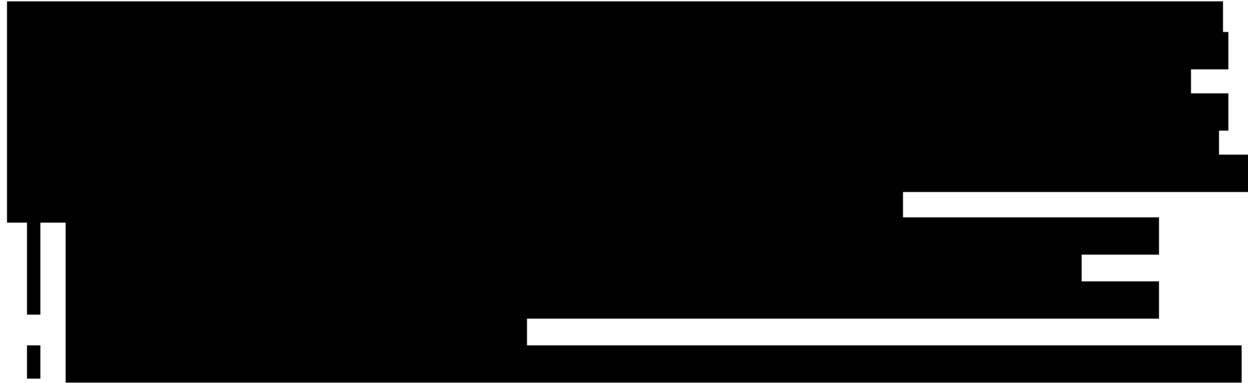
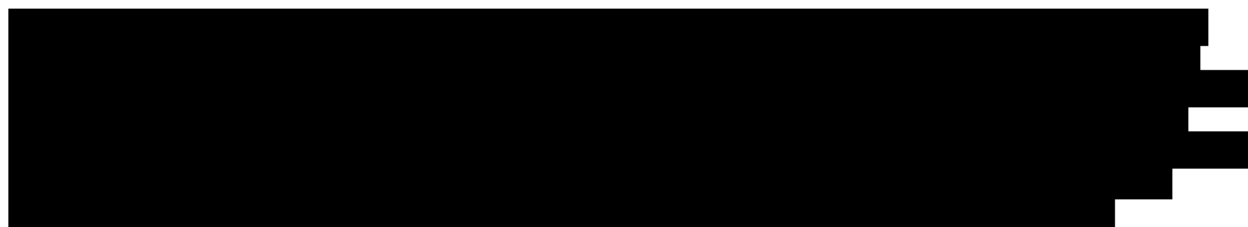
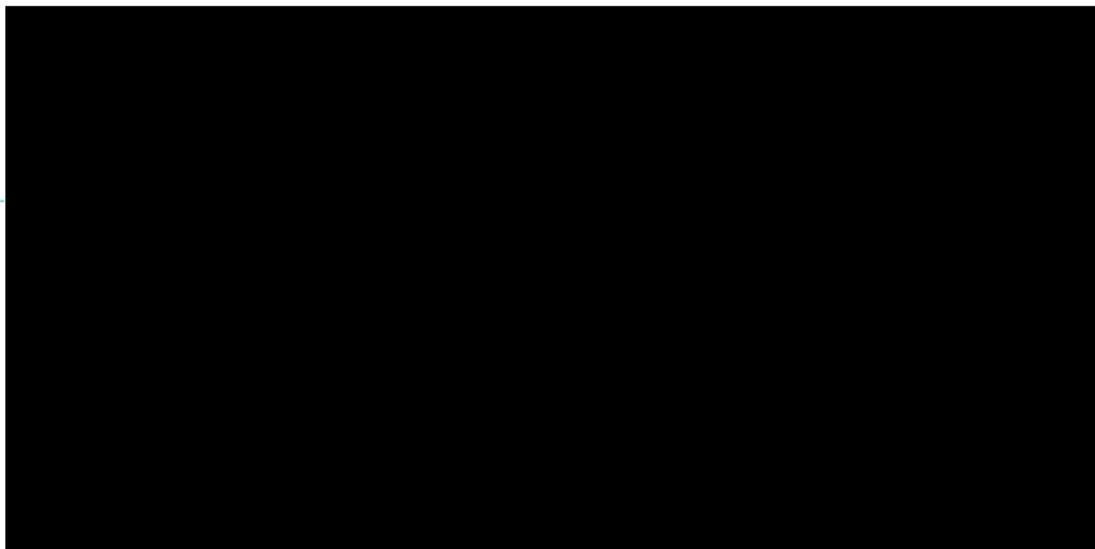


Figure 2.3.1-2 shows our risk management approach and integrated processes to provide a successful risk management strategy for GSA.

Figure 2.3.1-2:



[illegible]

Task	Time	Cost
Task 1	10	100
Task 2	20	200
Task 3	30	300
Task 4	40	400
Task 5	50	500
Task 6	60	600
Task 7	70	700
Task 8	80	800
Task 9	90	900
Task 10	100	1000

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		of any threats

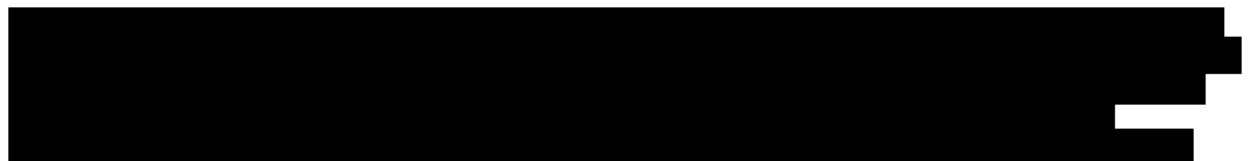
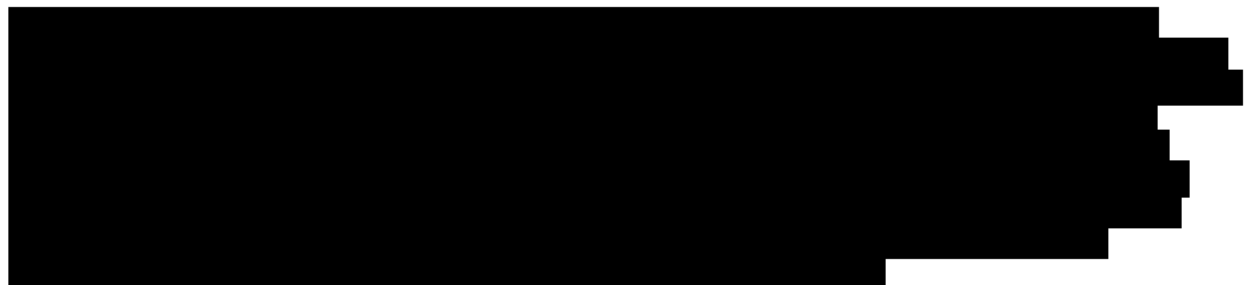
2.3.2 Quality Management (Task C.3.08)



Figure 2.3.2-1. [Redacted]



09-083-004-1



[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED] well as other program-specific metrics and targets.

The top three risks associated with this task are provided below along with proposed mitigations.

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

2.3.3 Organizational Change Management

[REDACTED]

Transformation Plan

[REDACTED]

Table 2.3.3-1. [REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

Case No.	Case Name	Case Description
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9
10	10	10
11	11	11
12	12	12
13	13	13
14	14	14
15	15	15
16	16	16
17	17	17
18	18	18
19	19	19
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92	92	92
93	93	93
94	94	94
95	95	95
96	96	96
97	97	97
98	98	98
99	99	99
100	100	100

Transition Management and Continuity of Operation

2.4 Achieving Task Results

2.4.1 Task C.3.02: ICAM Support

This is a challenging and exciting time across the Federal Government,

[REDACTED]

[REDACTED]

ICAM Task Force Support

[REDACTED]

[REDACTED]

New ICAM Services and Associated Architecture

As noted in GSA's RFP, the GSA OCIO is intimately involved in the full lifecycle of ICAM initiatives, from recommending the adoption of new ICAM services through implementation of those services once accepted.

[REDACTED]

Figure 2.4.1-1: [REDACTED]

09-063-007-2



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

GSA Segment Architecture Updates

[REDACTED]

[REDACTED]

ICAM Organizational Change

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The required and proposed deliverables for this task are:

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

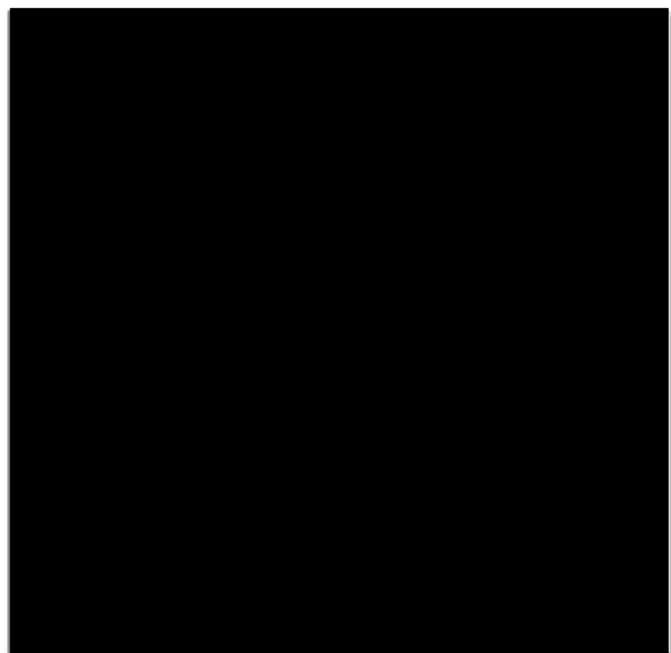
The top three risks associated with this task and their corresponding mitigations are provided below:

2.4.2 Task C.3.03: LACS Support

[Redacted text block]

[Redacted text block]

Figure 2.4.2-1:



[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

Figure 2.4.2-2: [REDACTED]



09-053-008-3

Table 2.4.2-1: [REDACTED]

LACS	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Deloitte will develop the deliverables listed in the below table, incorporating the proposed contents and key considerations listed.

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

2.4.3 Task C.3.04: HSPD-12 Support

As the incumbent Contractor for GSA's HSPD-12 PMO, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

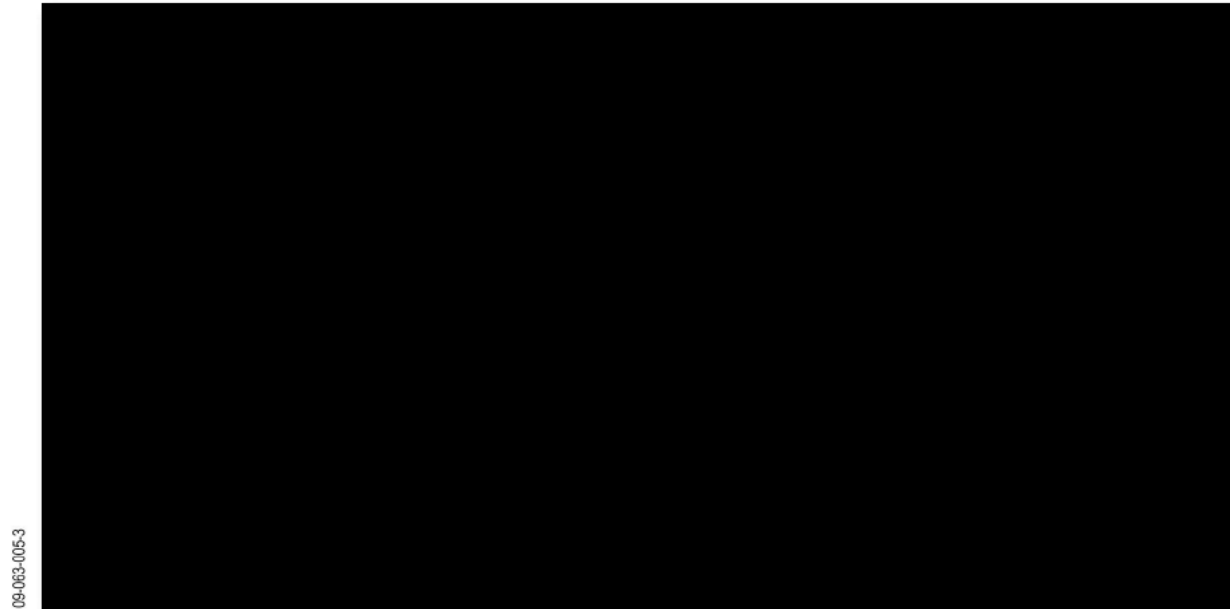
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

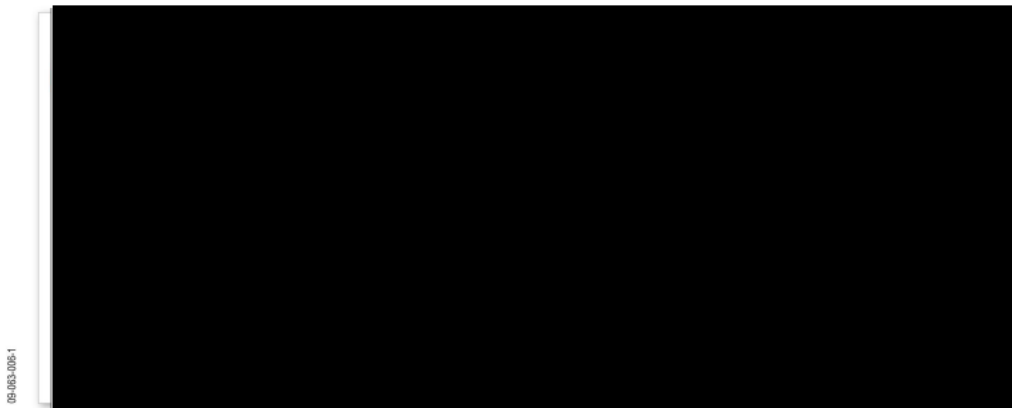
Figure 2.4.3-1. [REDACTED]



[REDACTED]

[REDACTED]

Figure 2.4.3-2. [REDACTED]



09-053-005-1

[REDACTED]

The deliverables associated with this task are listed in the table below.

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

The top three risks associated with this task include:

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

2.4.4 Task C.3.05: PACS Support

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The following table lists potential deliverables for this task along with contents and key considerations. The need for these artifacts will be determined post-award in conjunction with GSA leadership.

Potential		
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

The following table outlines some of the risks associated with HSPD-12 compliant PACS integrations.

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

2.4.5 Task C.3.06: Smartcard Applications Support

HSPD-12 was created to eliminate the variations in the quality and security of identity-based credentials used to gain access to government resources and facilities. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The following table lists potential deliverables for this task along with contents and key considerations. The need for these artifacts will be determined post-award in conjunction with GSA leadership.

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

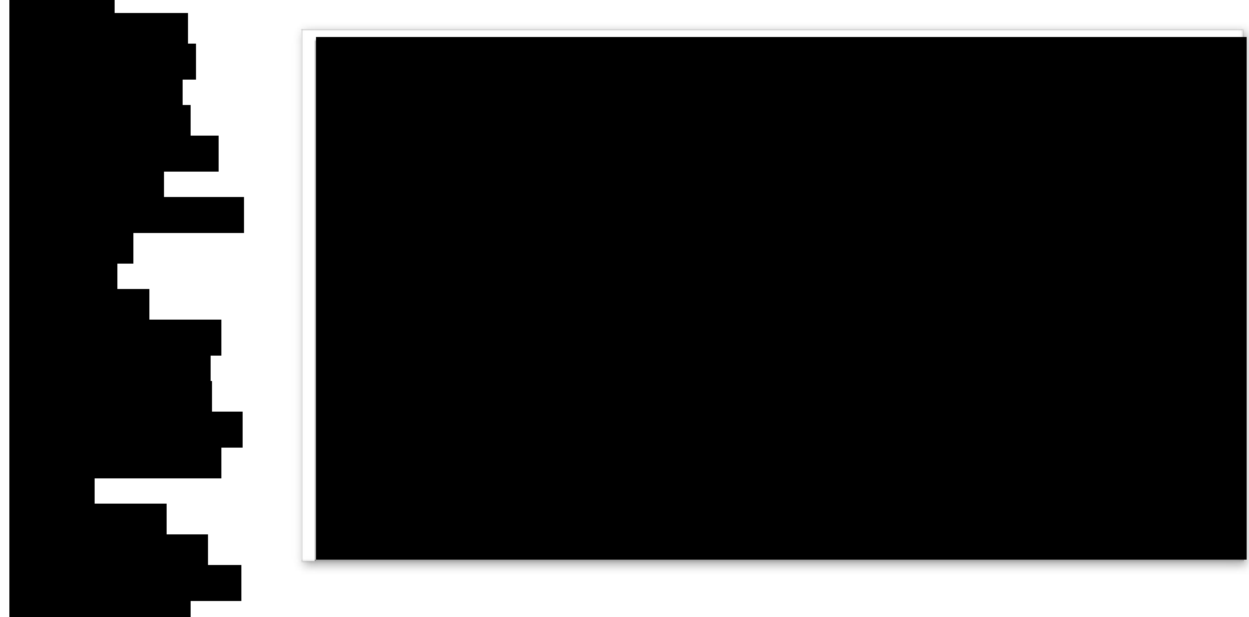
Three potential risks and their mitigation strategies are also provided below.

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

2.4.6 Task C.3.07: Program IT Support

[Redacted text]

Figure 2.4.6-1: [Redacted text]



[Redacted text]

[Redacted text]

[Redacted text]

A large black rectangular redaction box covers the majority of the page content, obscuring all text and graphics. Only a small portion of a table is visible in the top right corner, showing a header row with a blue background and a single data row.

[REDACTED]

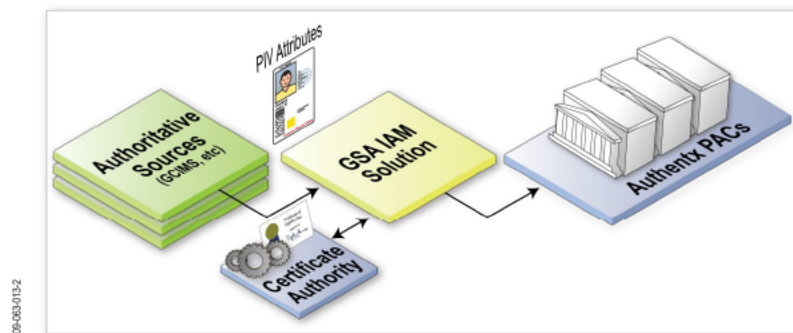
[REDACTED]

[REDACTED]

Figure 2.4.6-2: [REDACTED]

[REDACTED]

[REDACTED]



data mapping, and the creation of an Identity Management Web Service Framework for integrating new

[REDACTED]

[REDACTED] The below table lists potential deliverables associated with this task.

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

The top three risks associated with this task and their corresponding mitigations are provided below:

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

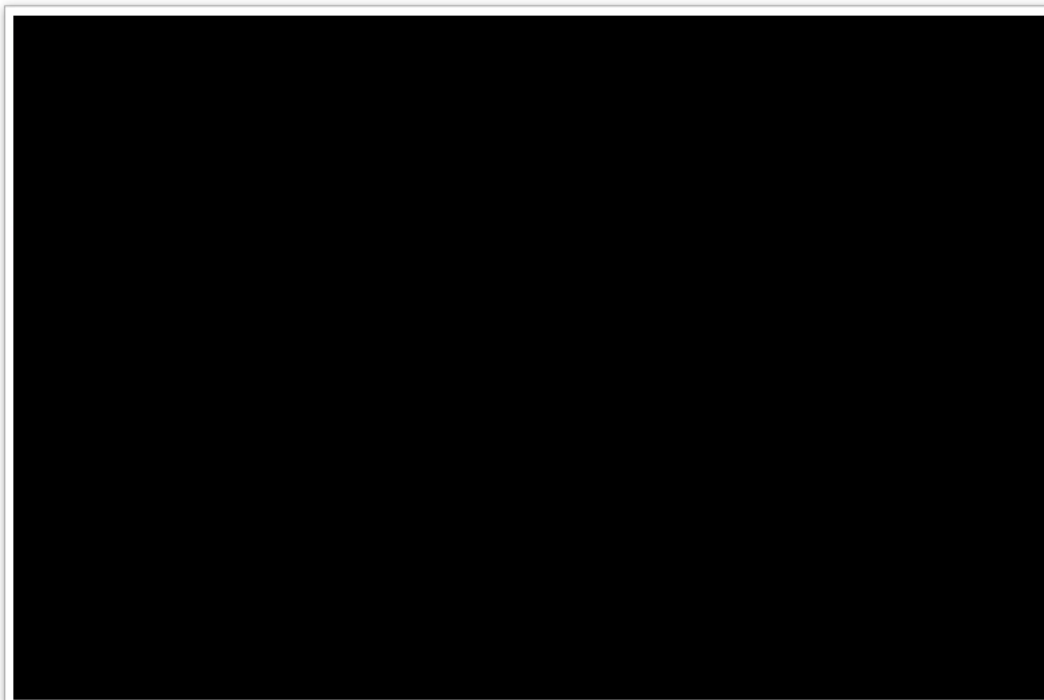
2.4.7 Task C.3.09: Program Communications Support

[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]

Figure 2.4.7-1. [REDACTED]



08-053,008-1

[REDACTED] The key activities for engaging and communicating with stakeholders are summarized below.

Table 2.4.7-1: [REDACTED]

[REDACTED]	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

elivery dates for communications and training materials as those

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下	上	中
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Deloitte has identified the following potential risks associated with the program communications support activities. A proposed mitigation for each risk has also been presented.

Item	Quantity	Description
1	1	...
2	1	...
3	1	...

2.5 Work Breakdown Structure

[REDACTED]

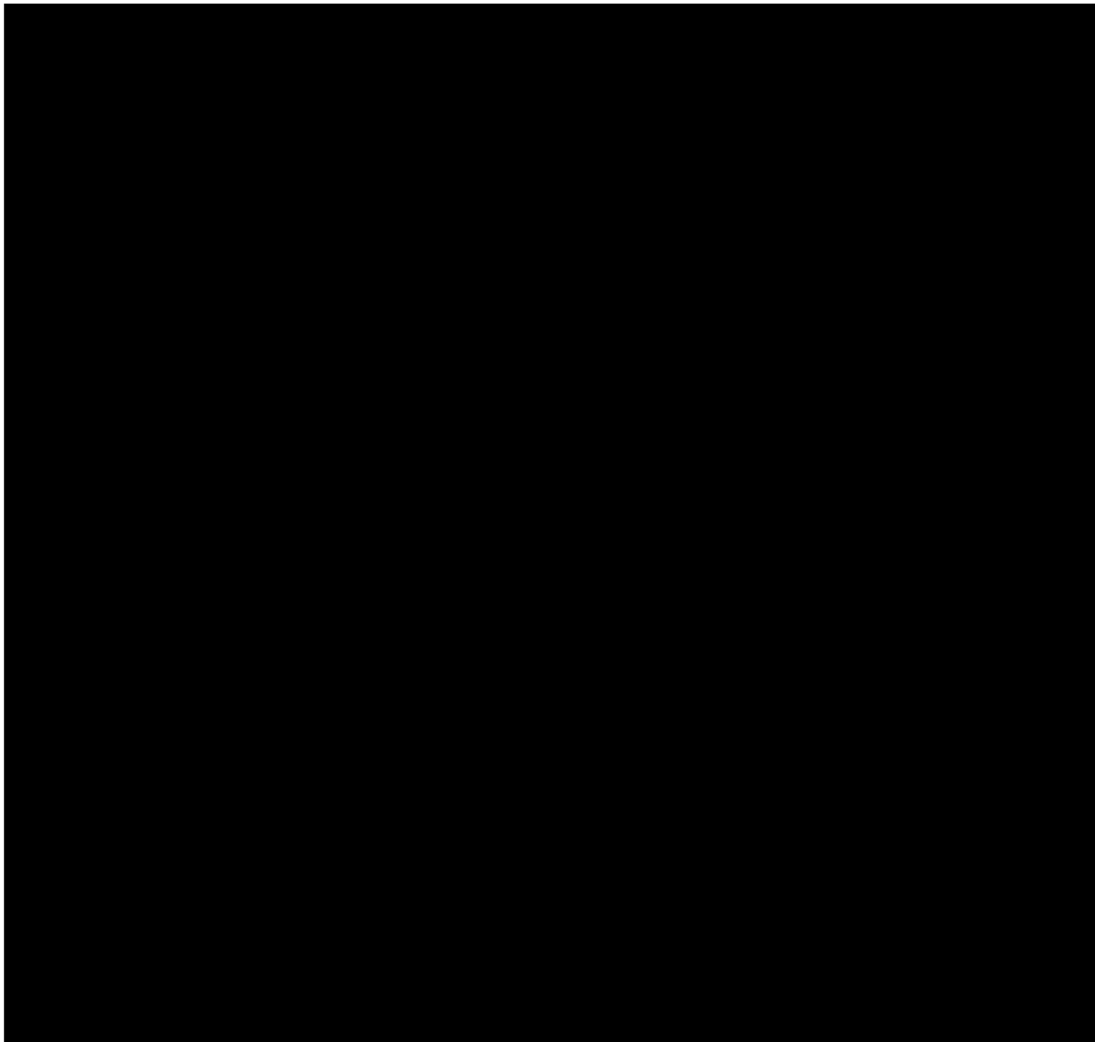
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Figure 3.1-1: [REDACTED]



[REDACTED]

[REDACTED]

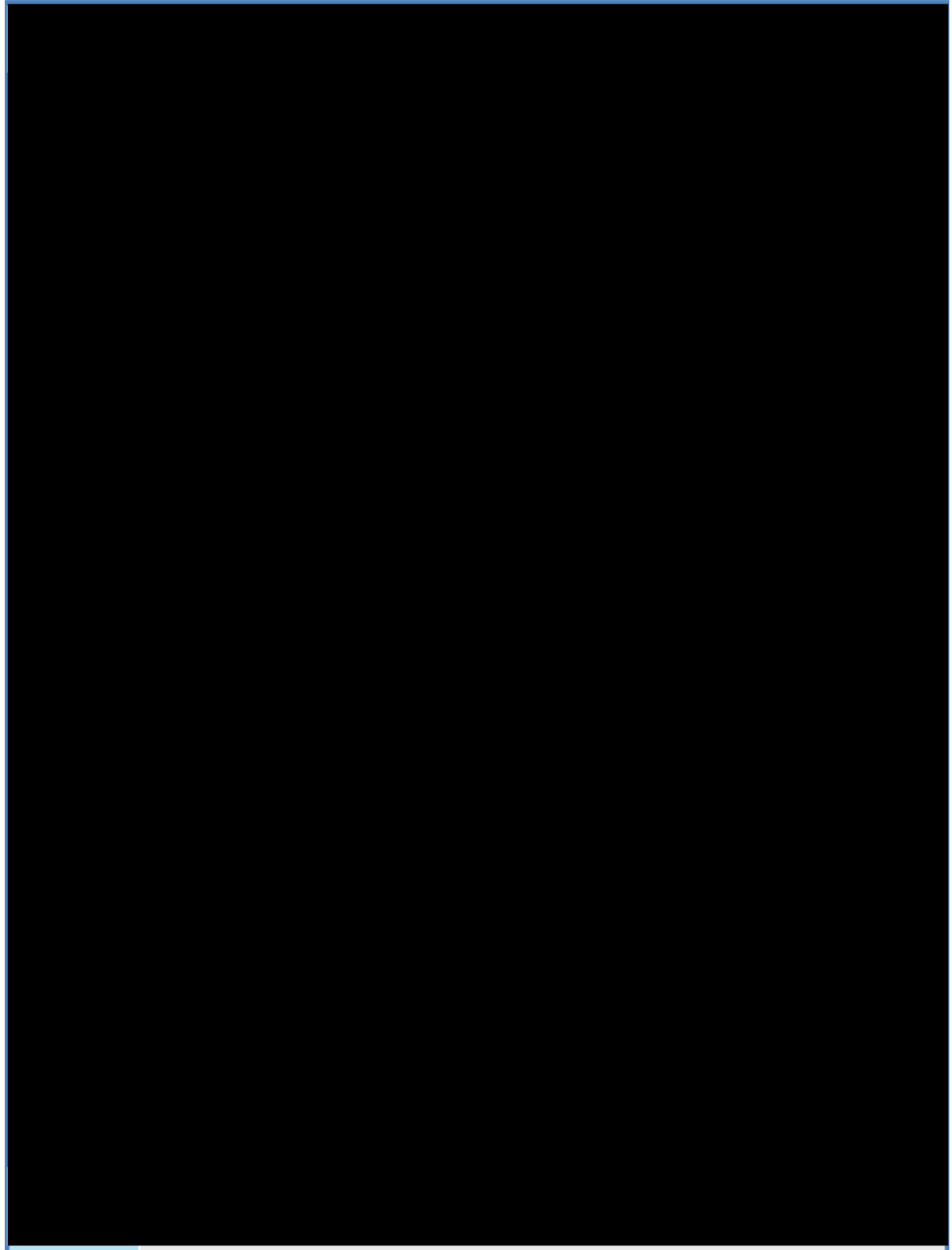
[REDACTED]

[REDACTED]

[REDACTED]

Table 3.2-1: [REDACTED]

[REDACTED]





[Redacted text block]

- [Redacted list item]

[Redacted text block]

- [Redacted list item]

- [Redacted list item]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

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Table 3.3-1:

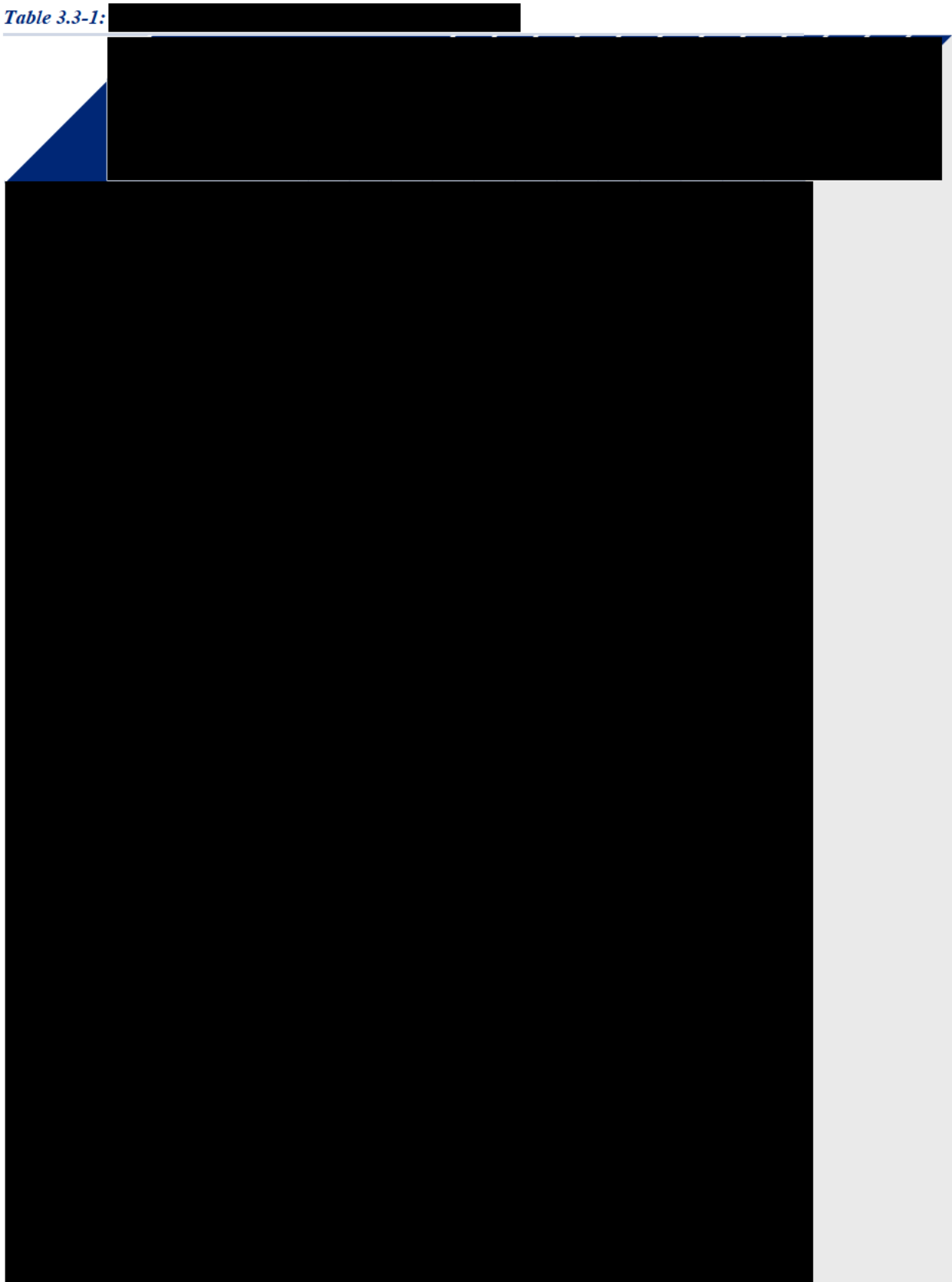




Table 3.4-1:

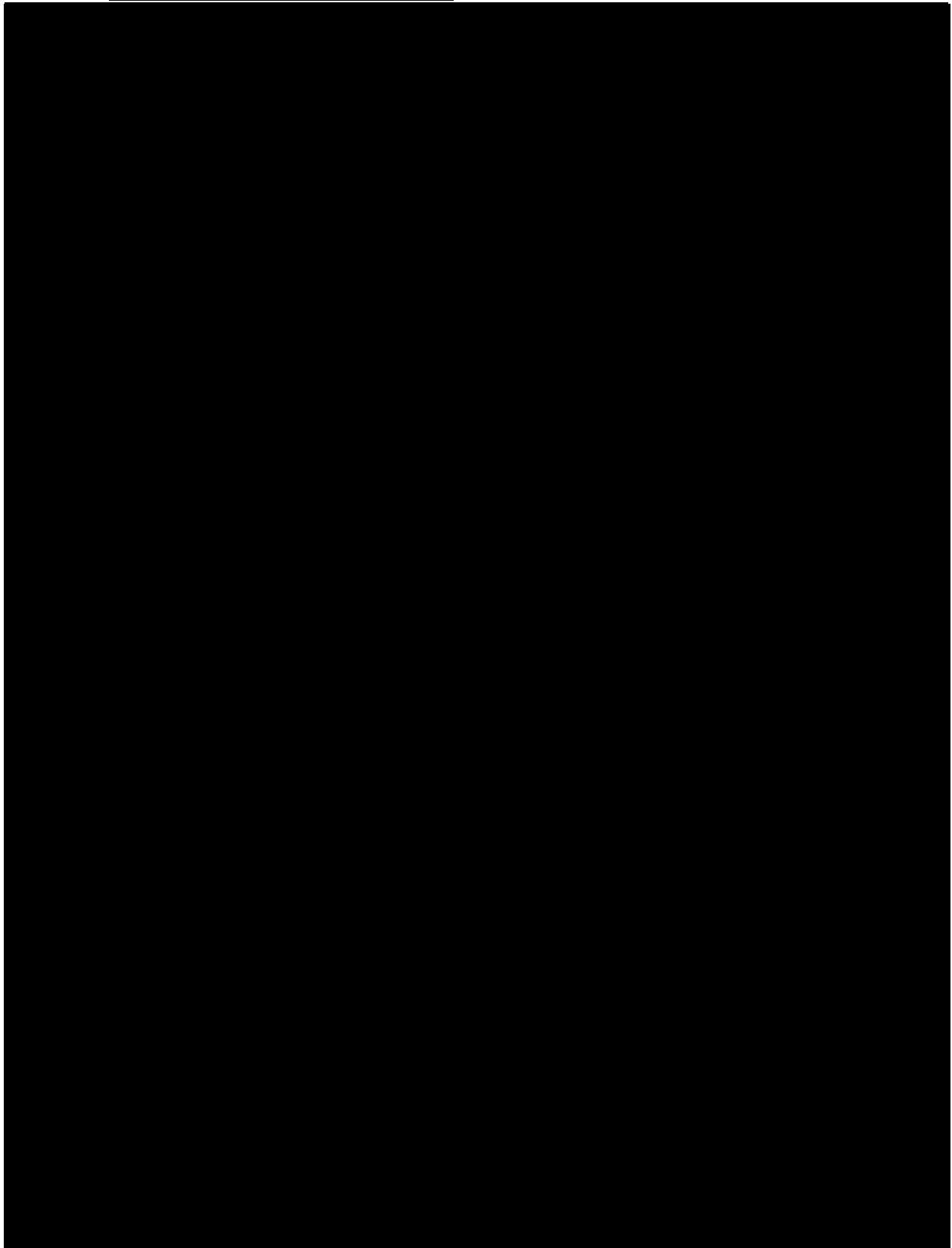
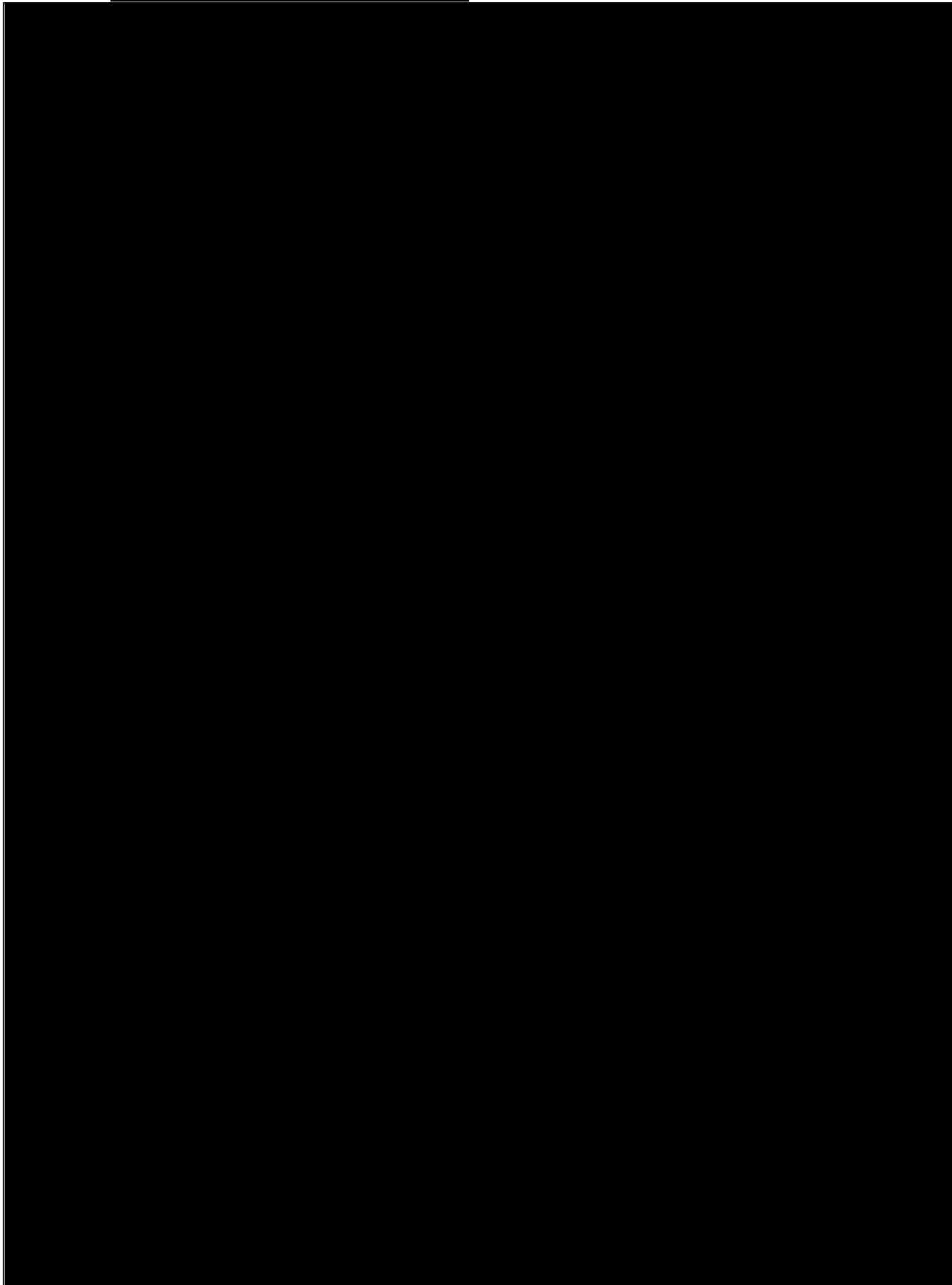


Table 3.4-2:



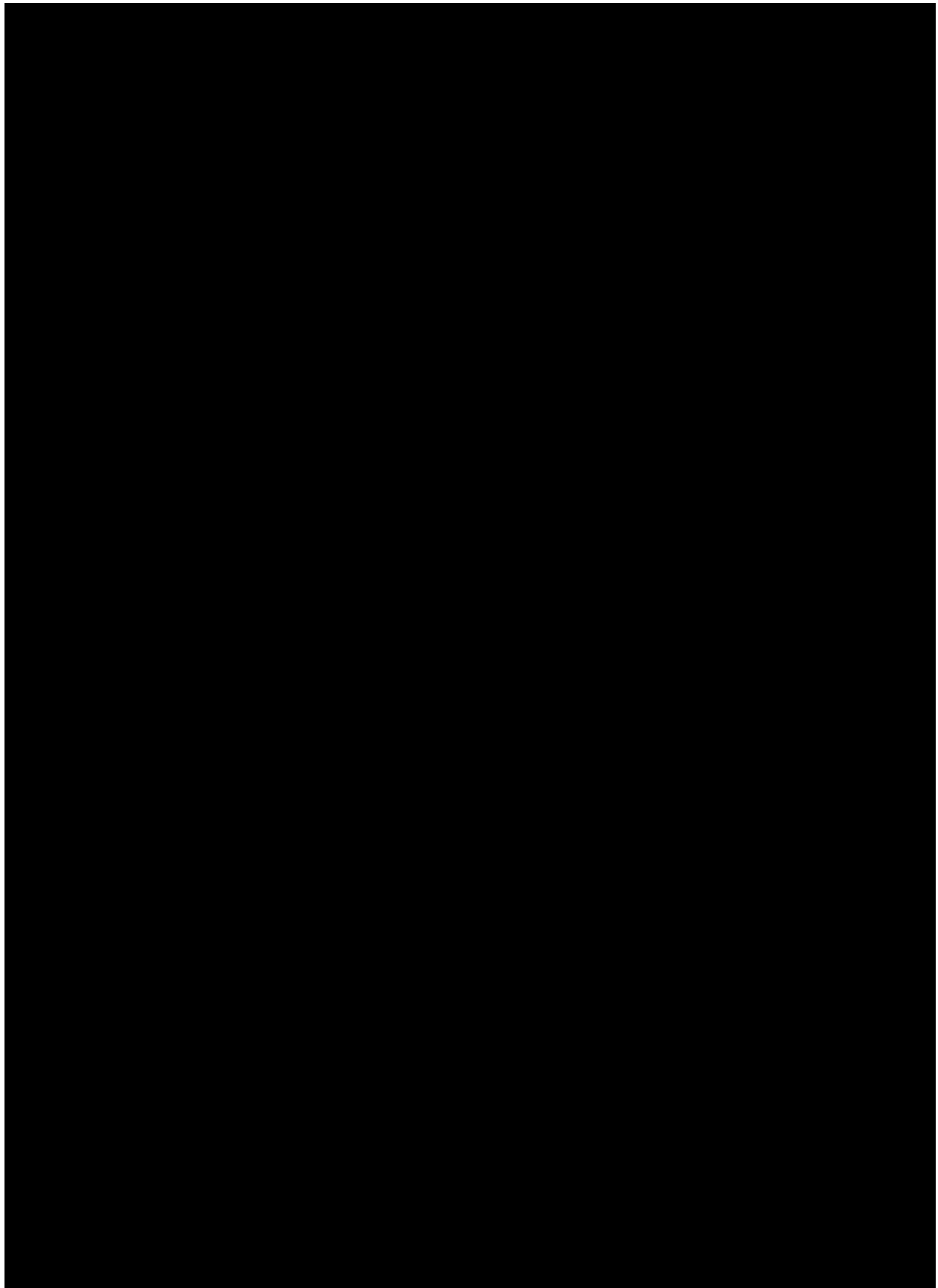
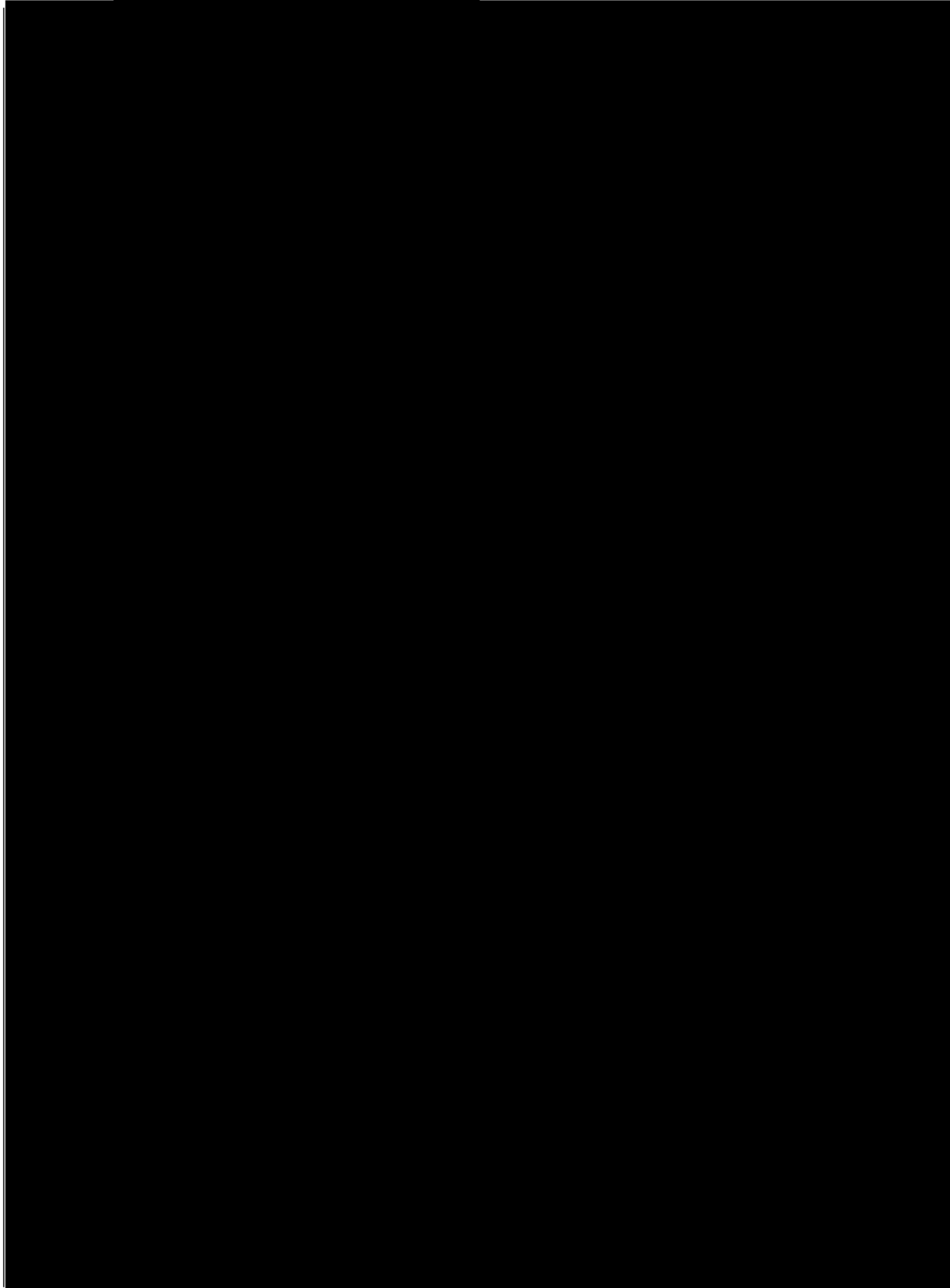


Table 3.4-3:



		Month 10		Month 11		Month 12		Month 13		Month 14		Month 15		Month 16		Month 17		Month 18		Month 19		Month 20	
</																							

[REDACTED]

[REDACTED]

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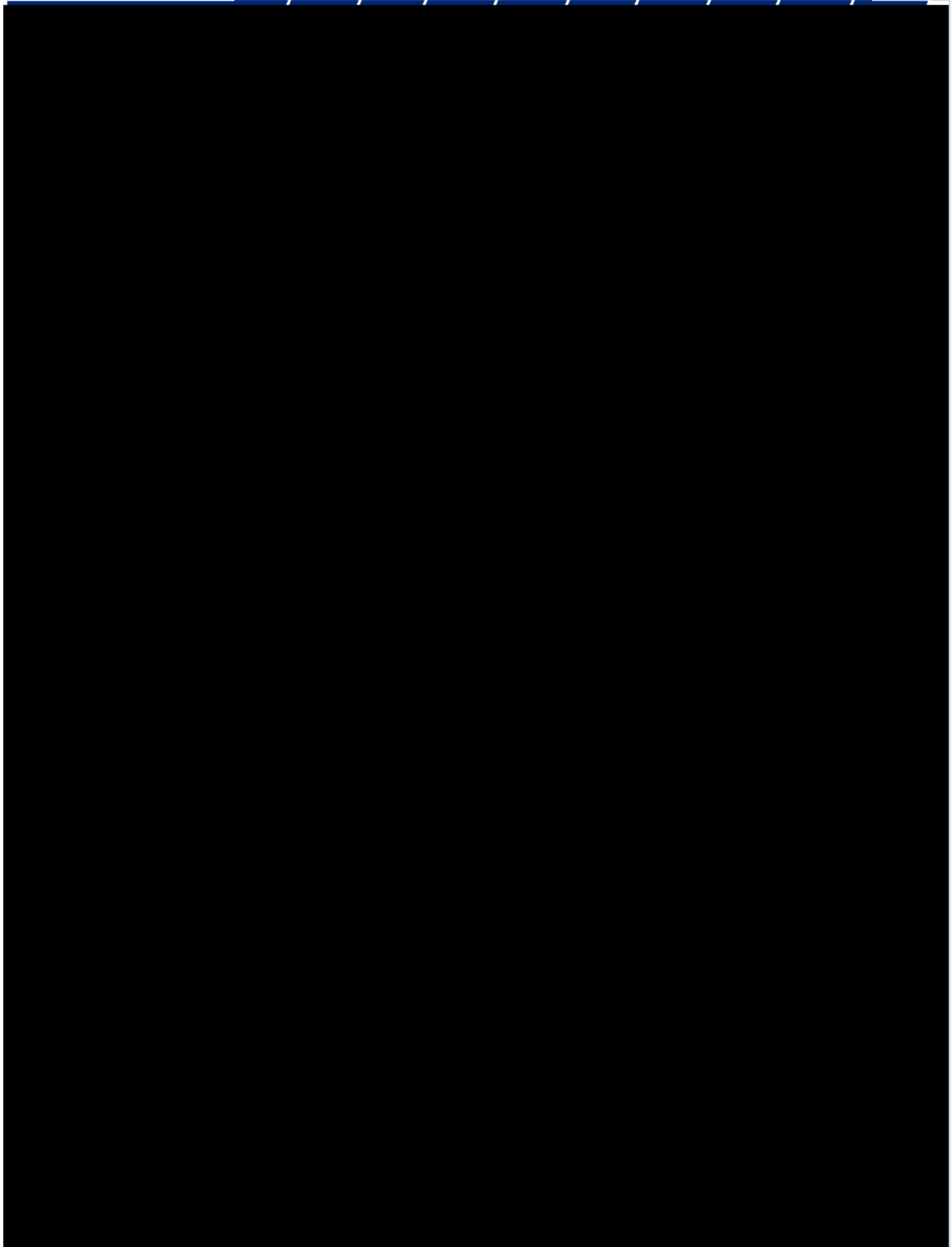
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Table 4-1 Summary of Deloitte Past Performance Aligned to SOW Tasks

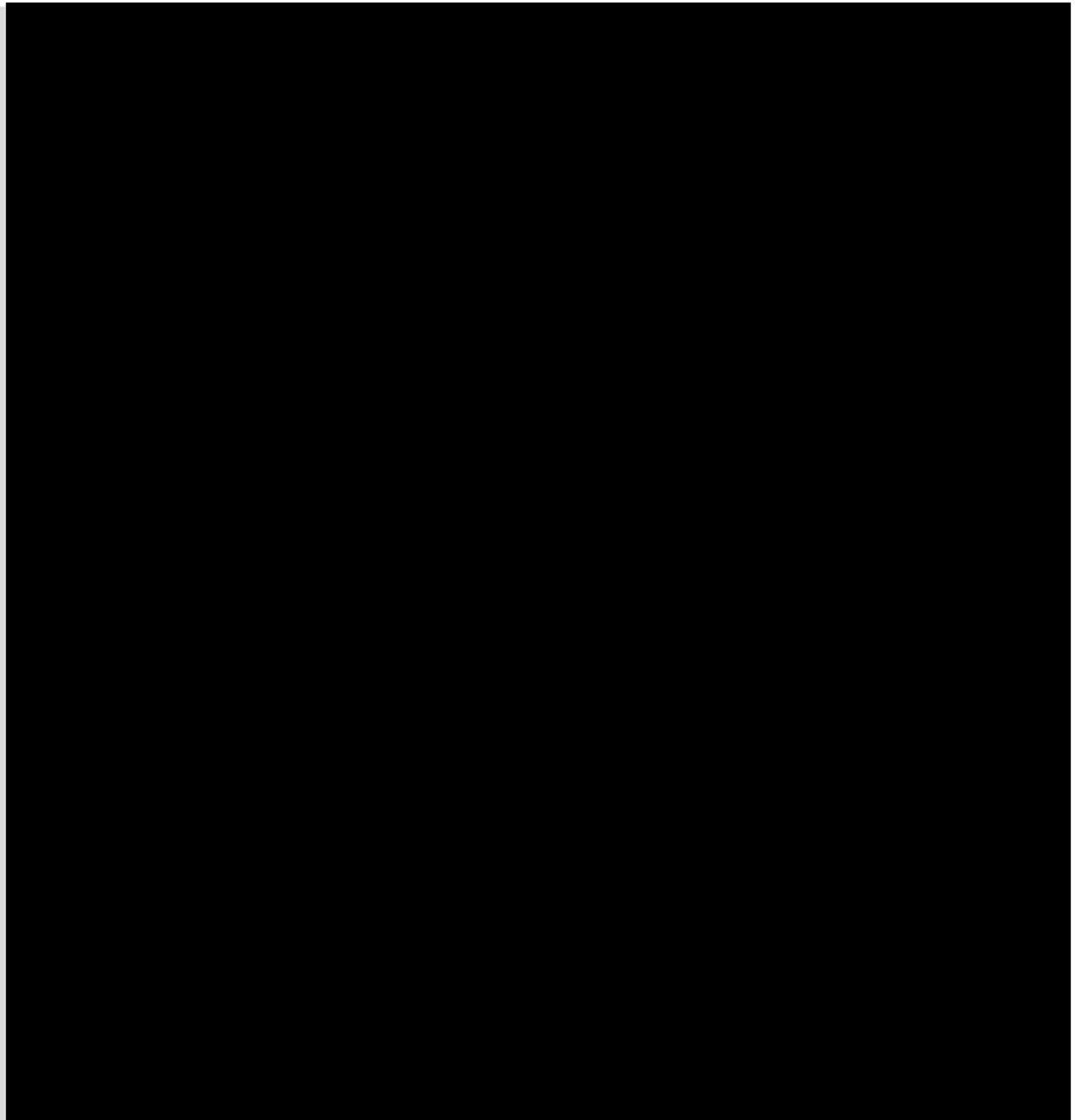


[REDACTED]

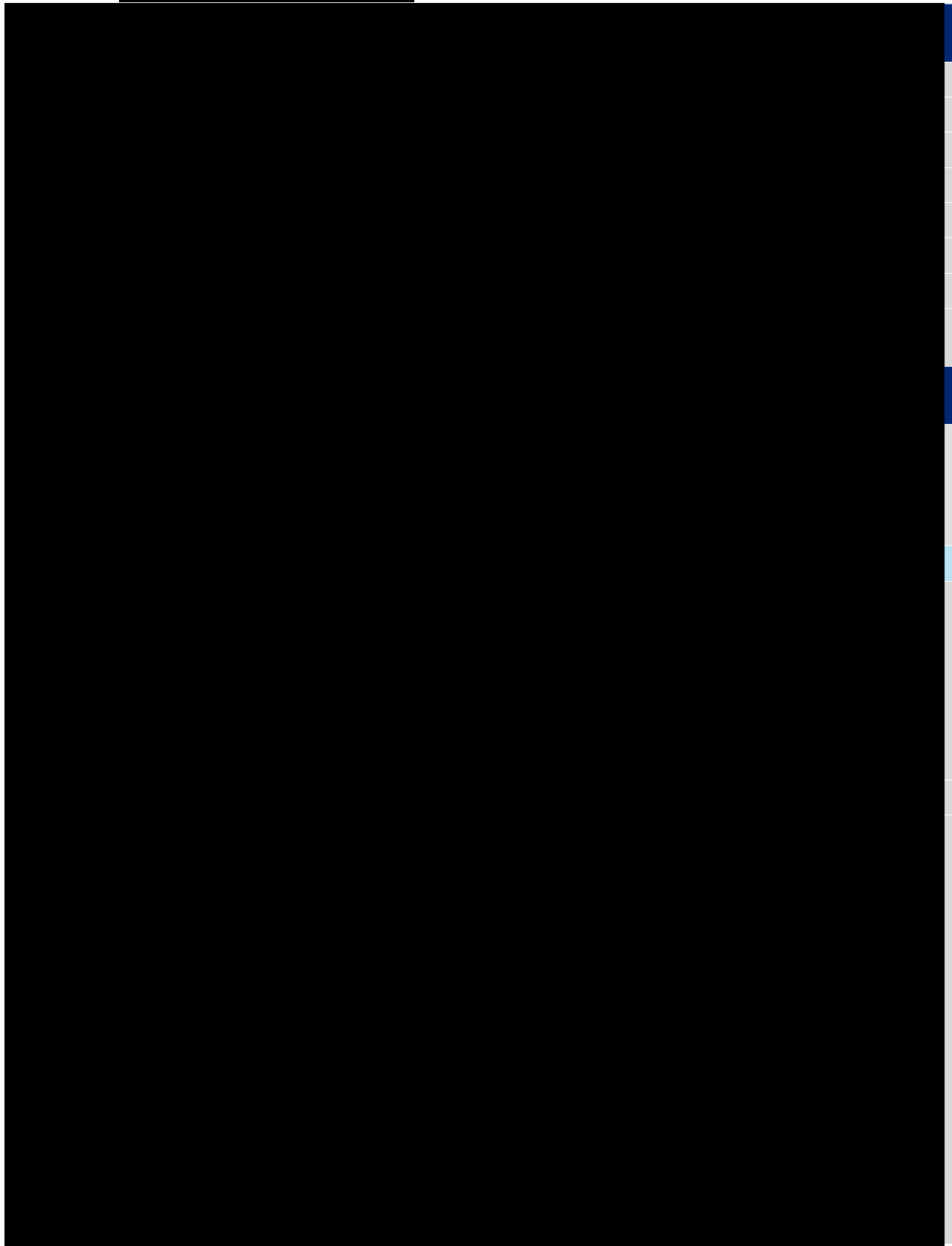
[REDACTED]

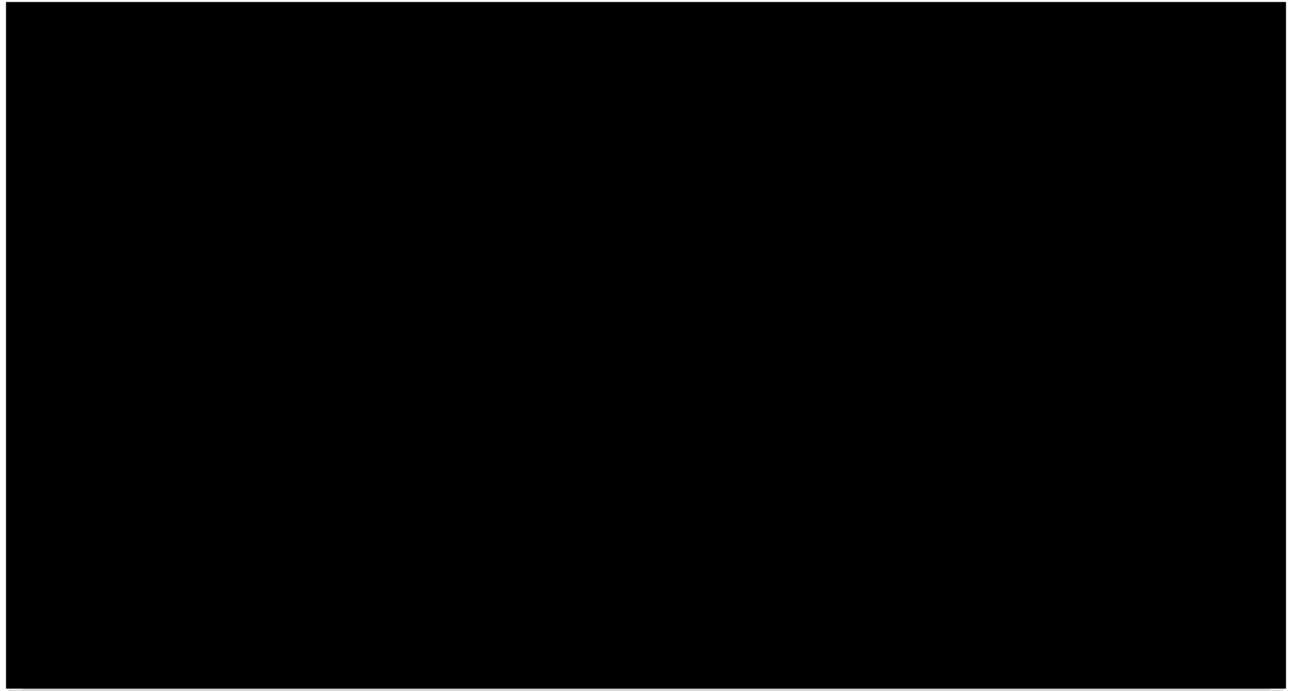
[REDACTED]

[REDACTED]

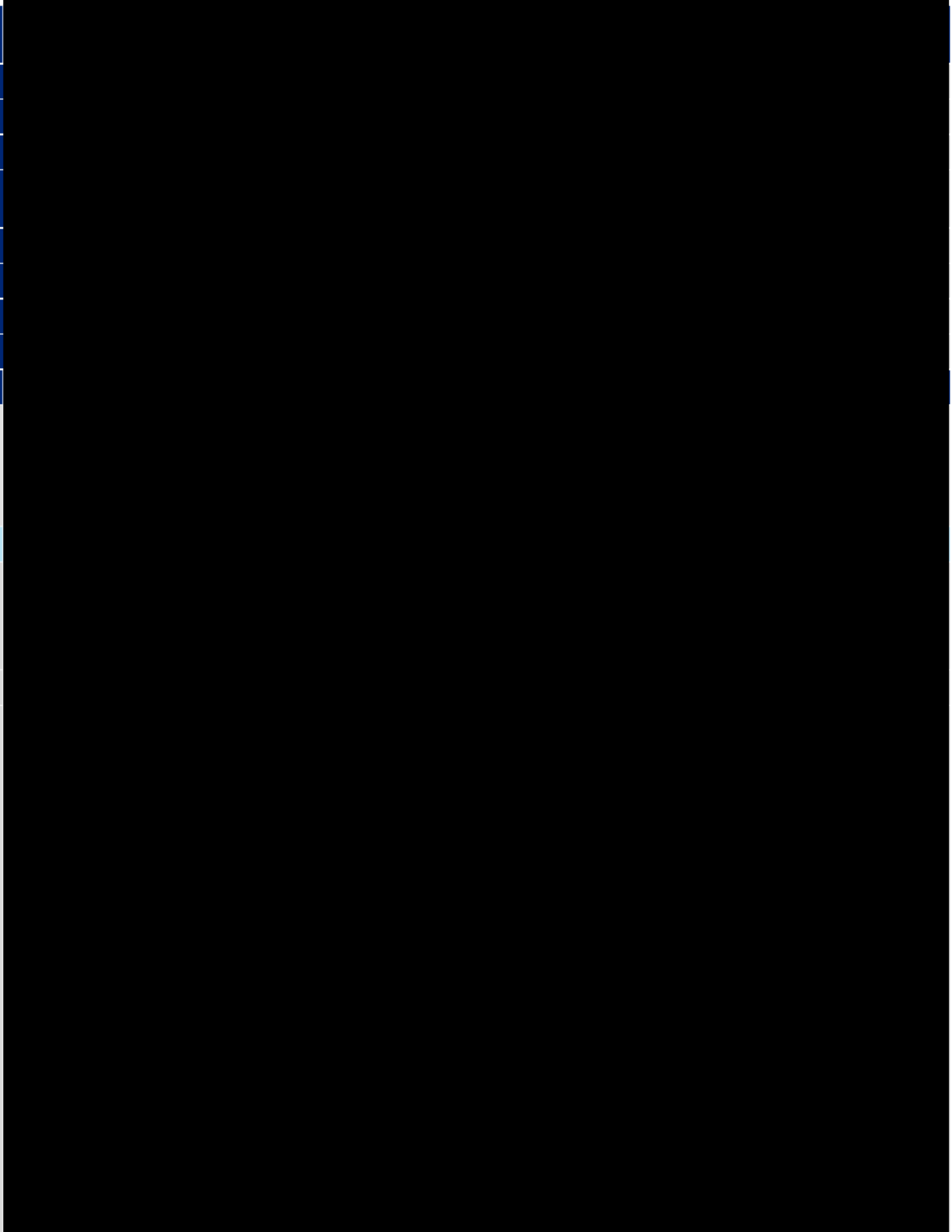


4.2





4.3





[REDACTED]

Table A-1

[REDACTED]

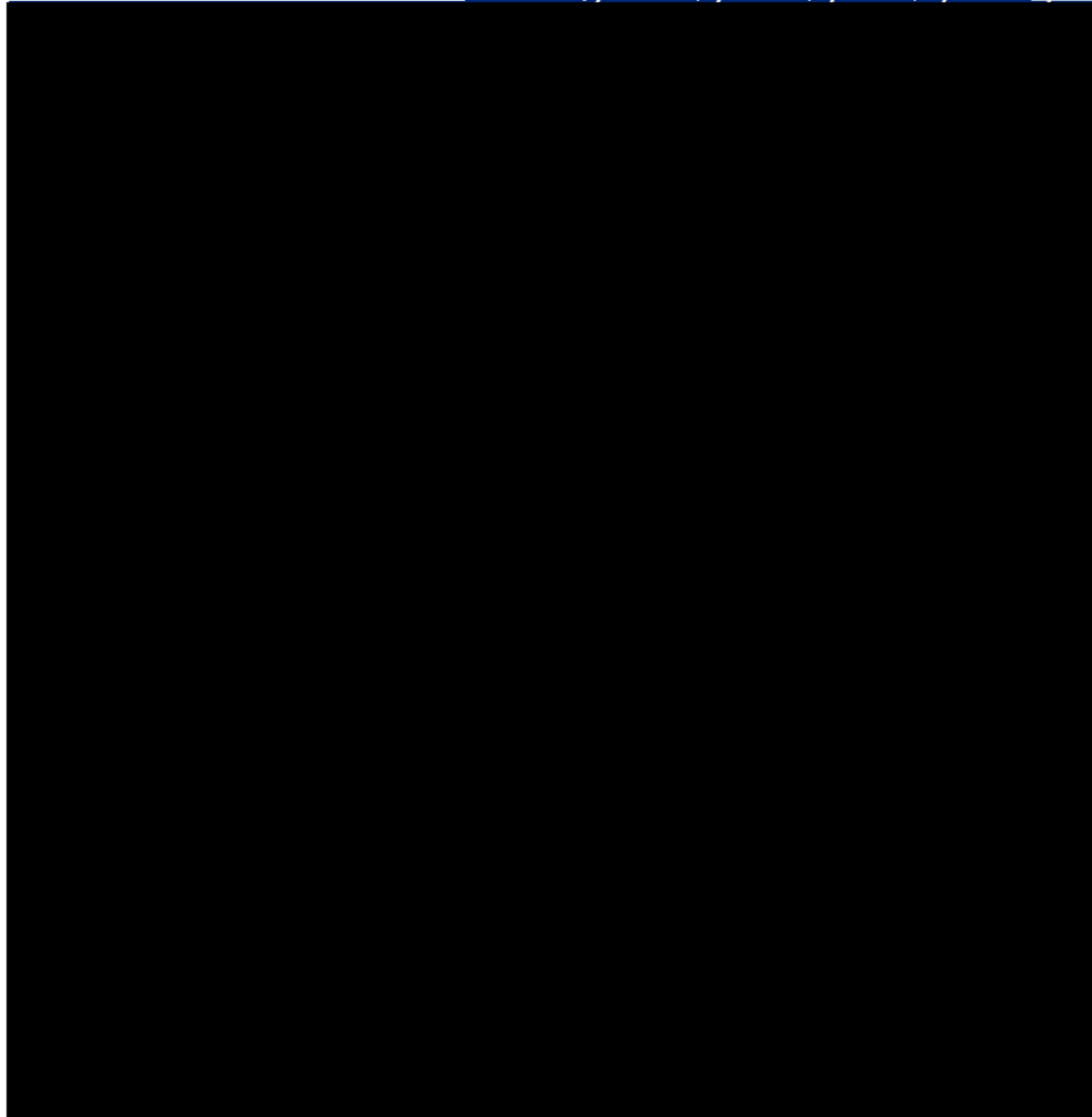
A large rectangular area of the page is completely blacked out, indicating that the content of Table A-1 has been redacted. The redaction covers the entire body of the table, leaving only the header information visible.

Table A-2:

A small black rectangular redaction box covering the text following the table caption.A large black rectangular redaction box covering the entire table content area.

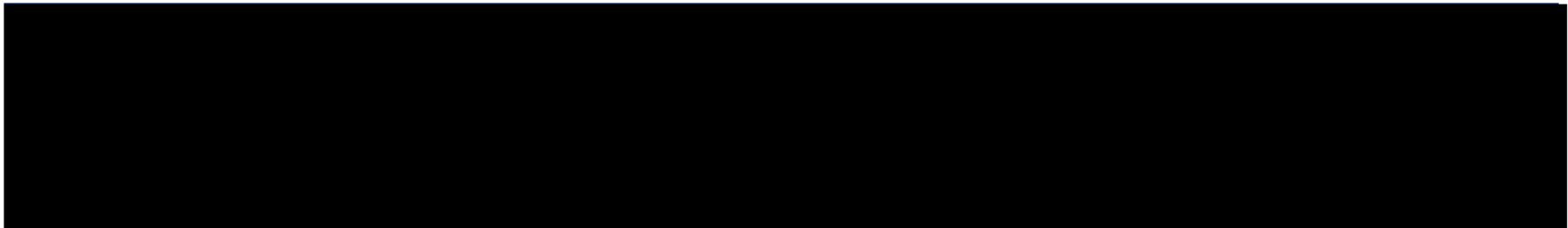
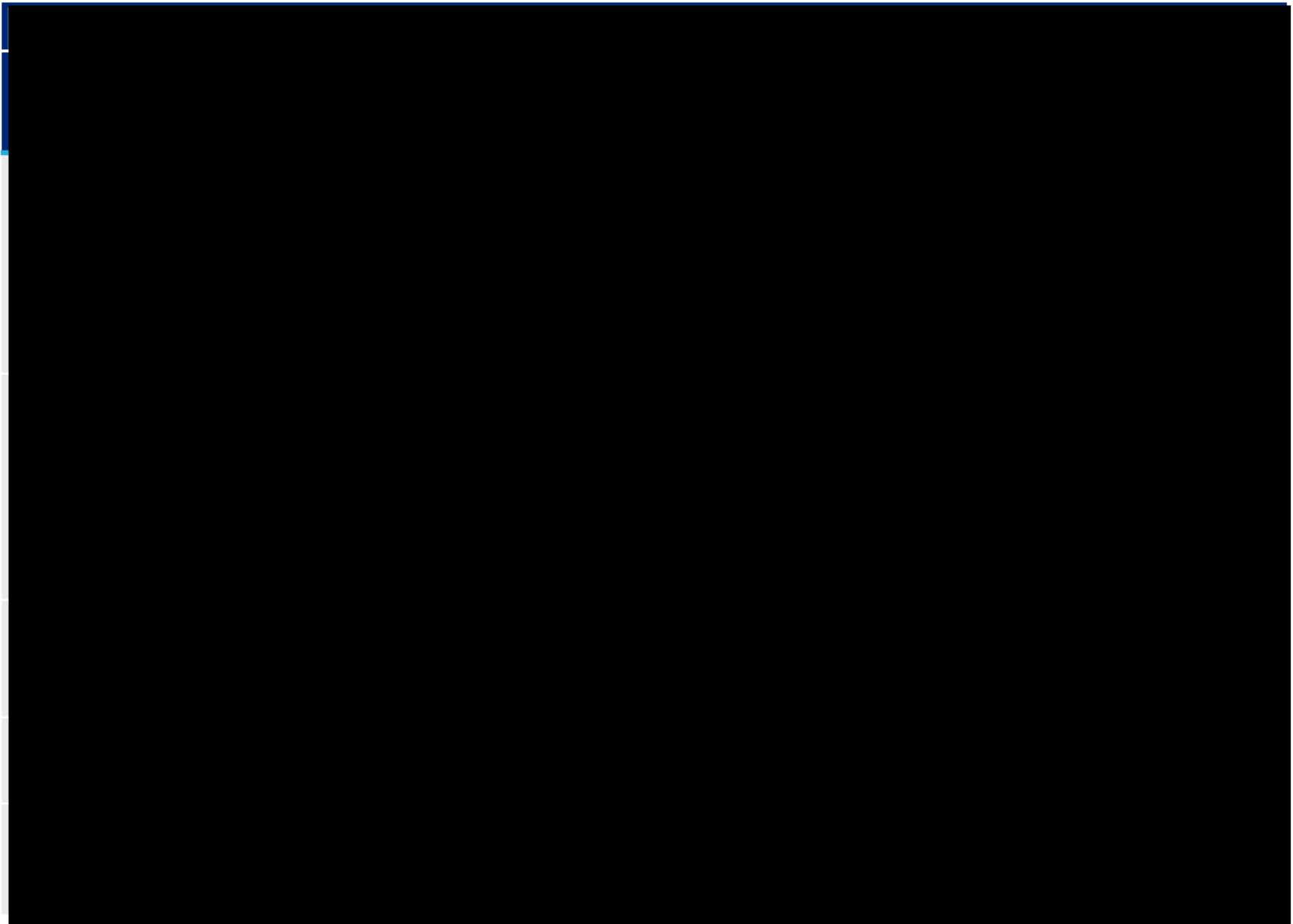
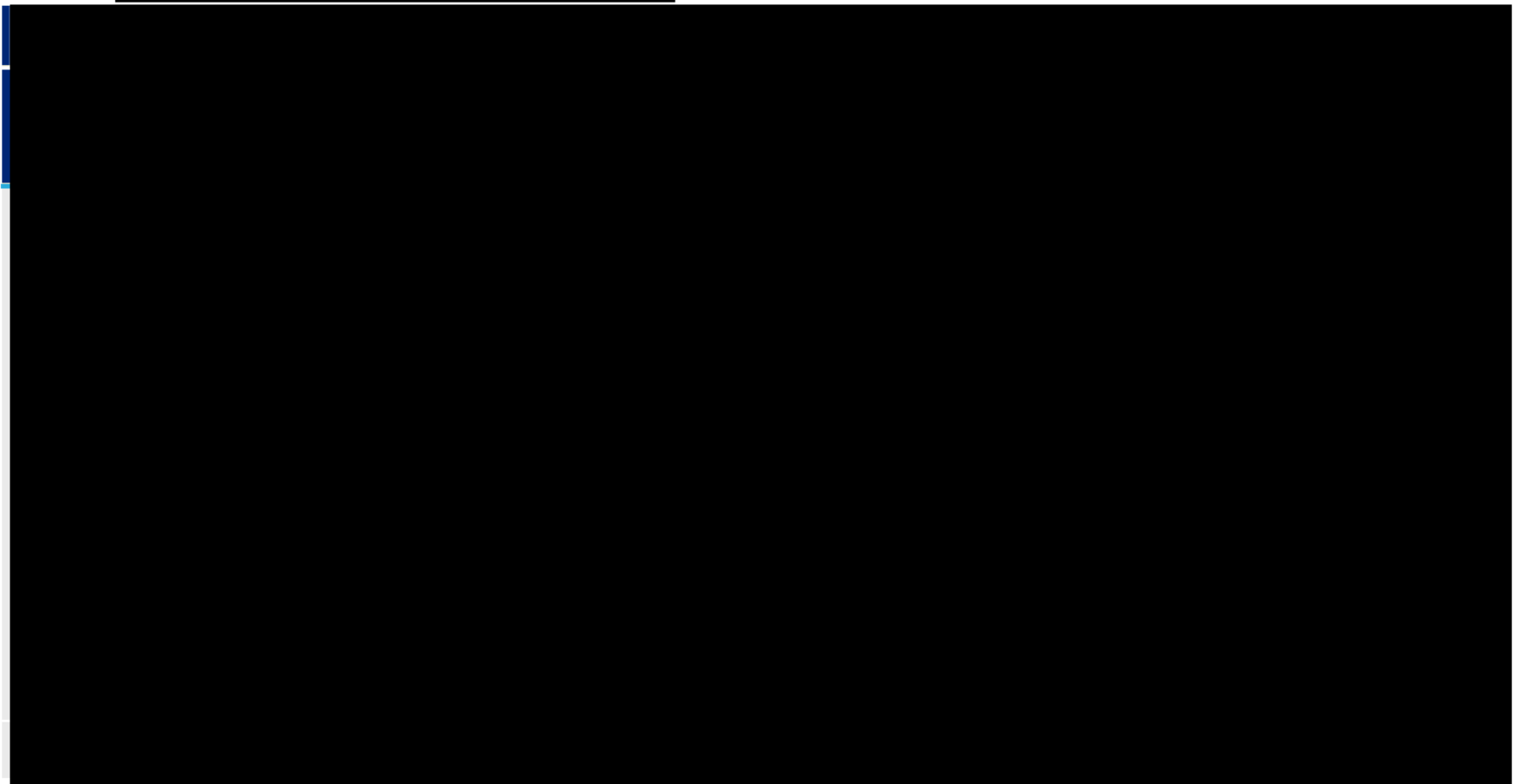
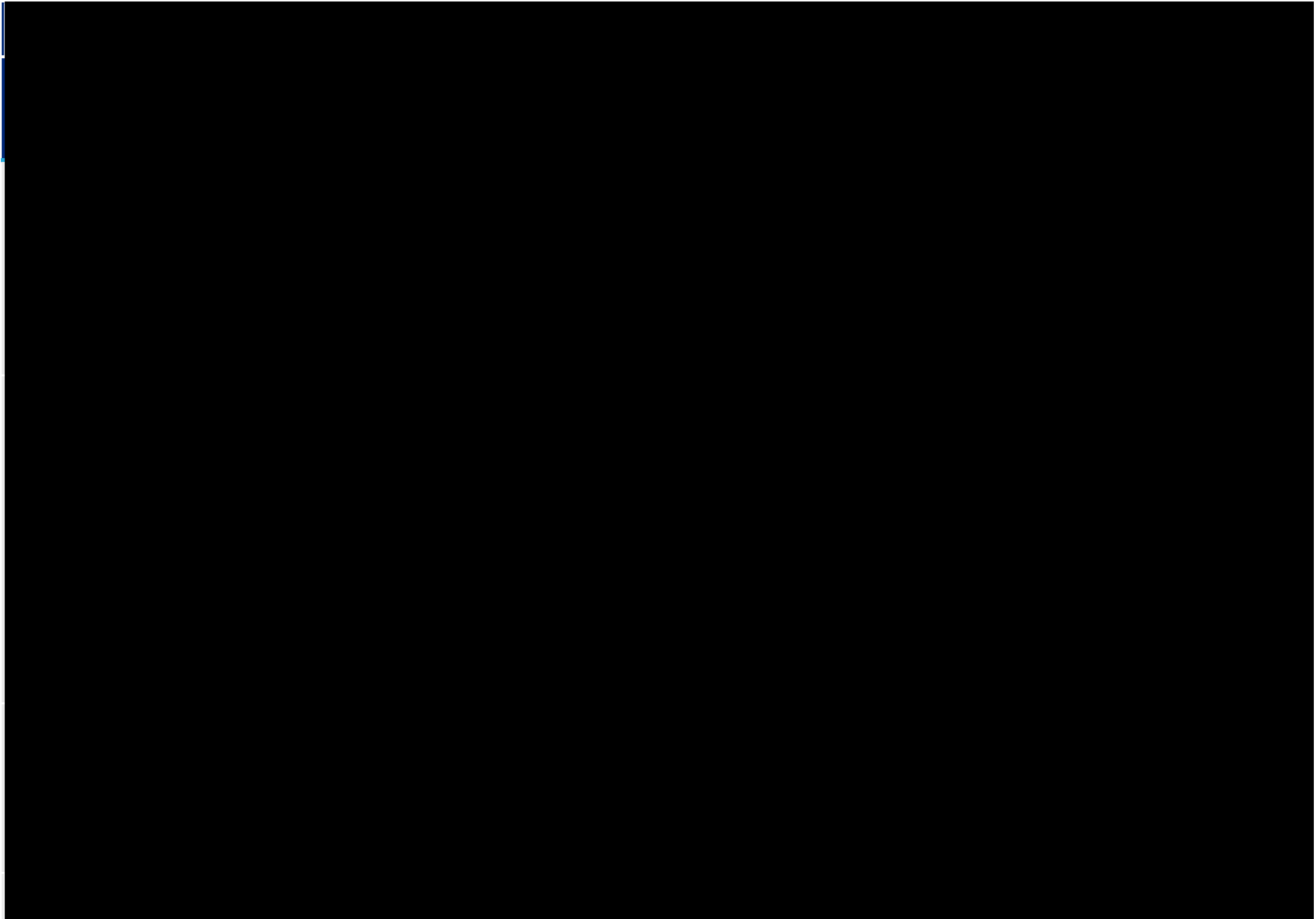


Table A-3: [Redacted] s



A large rectangular area of the page is completely blacked out, indicating that the content has been redacted. This area appears to be a table or a large block of text.*Table A-4:*A small rectangular area of the caption text is redacted with a black box.A large rectangular area of the page is completely blacked out, indicating that the content has been redacted. This area appears to be a table or a large block of text.



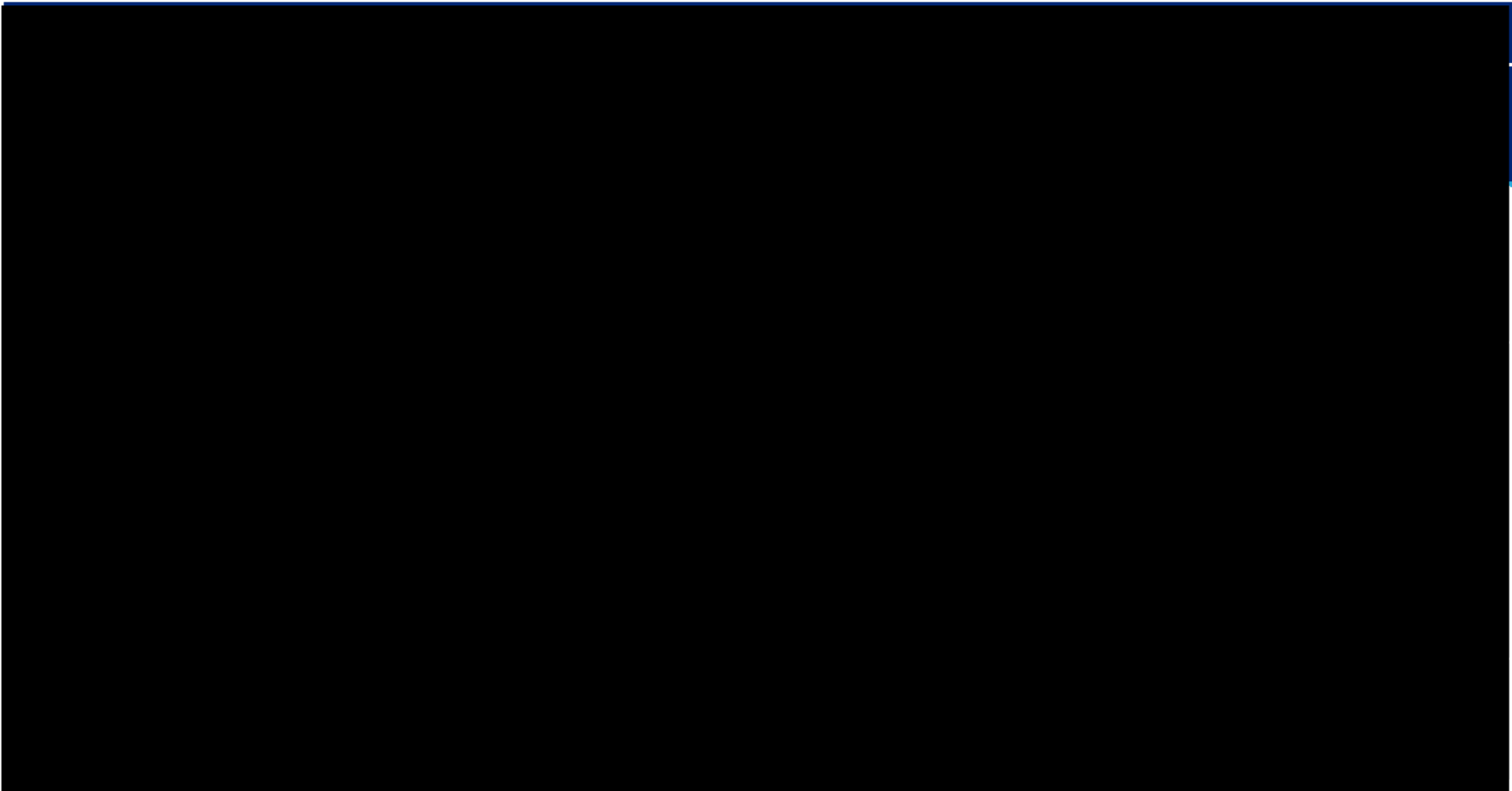
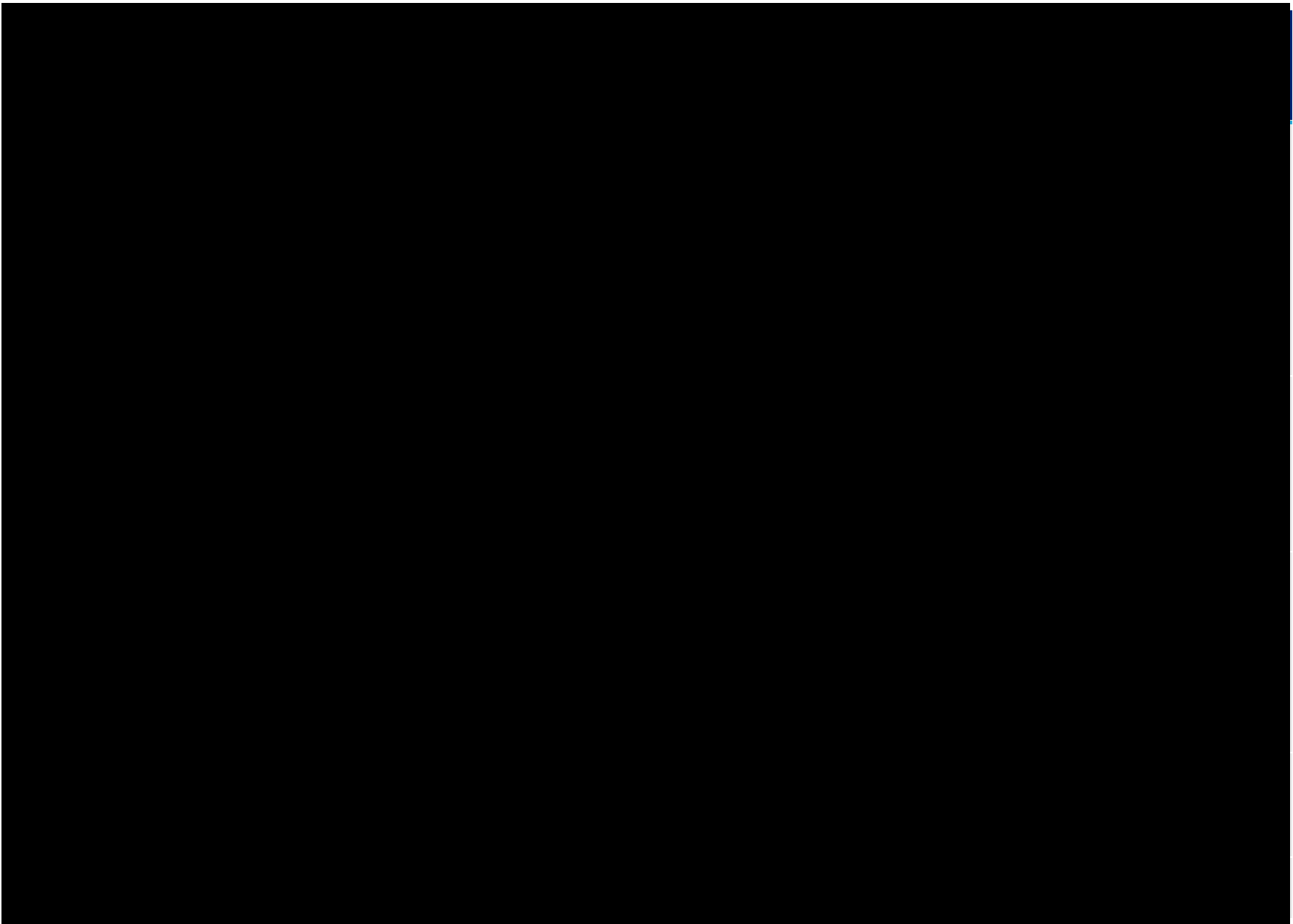


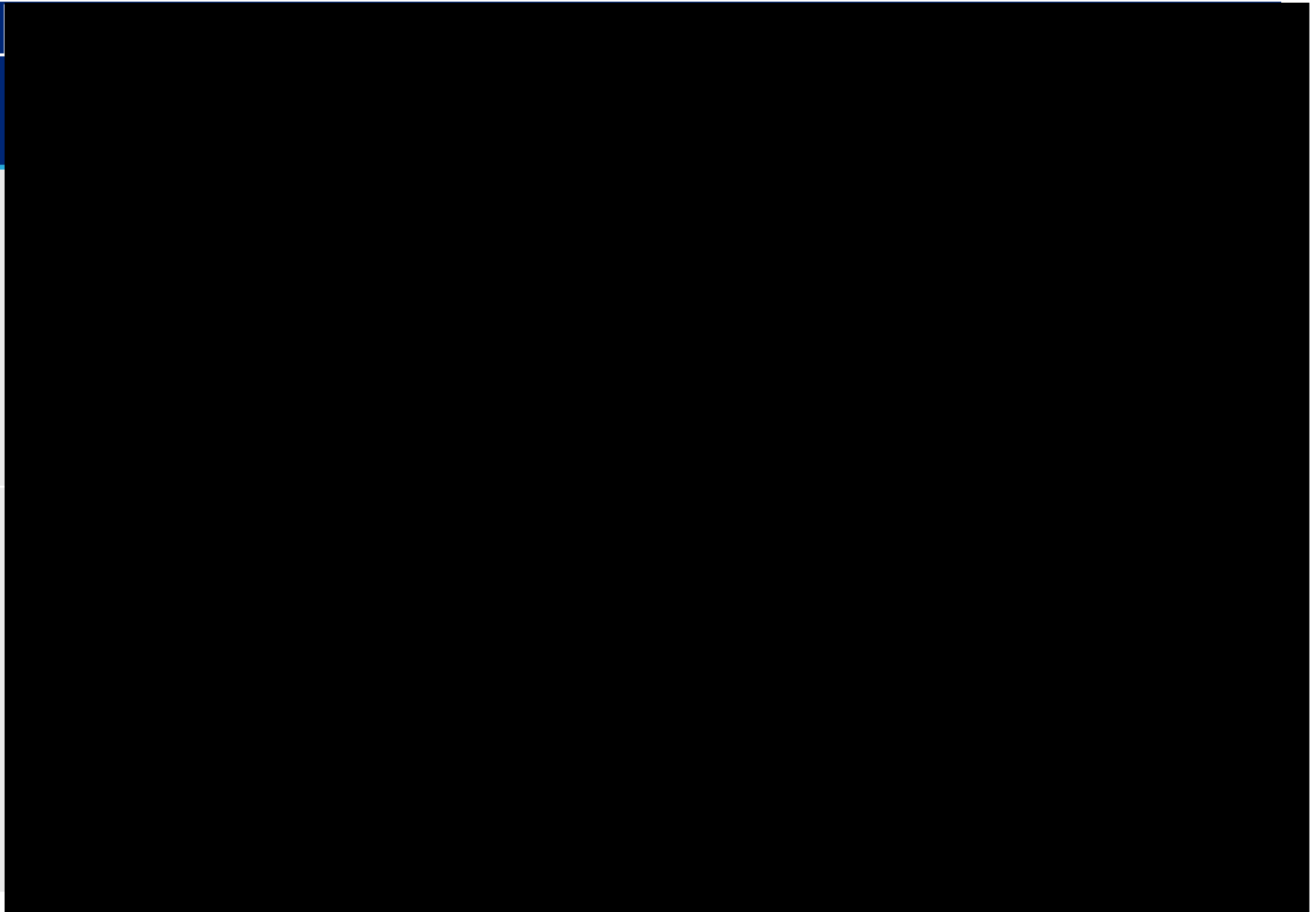
Table A-5:

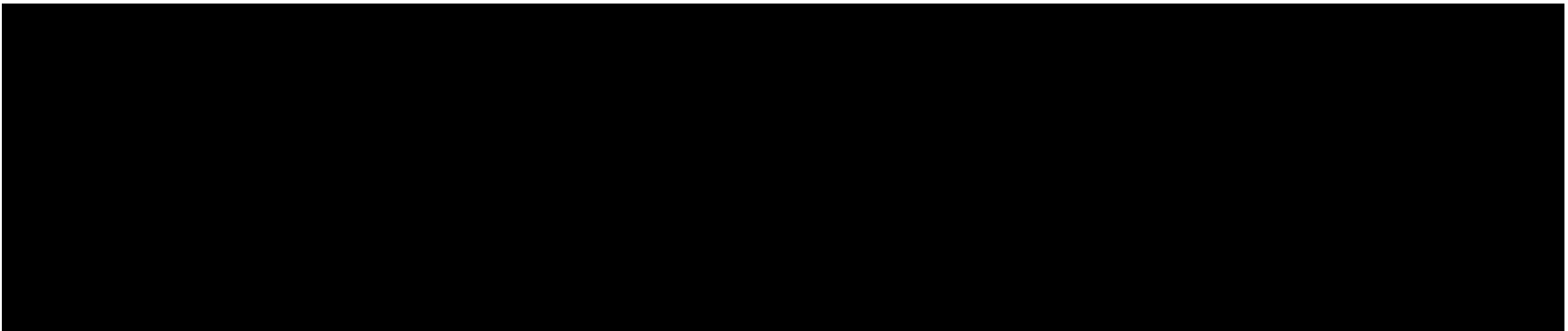
[Redacted]

The table area is completely blacked out, indicating that the data presented in the table has been redacted.

Table A-6:







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